

Tērā tō waka te hoea ake e koe i te moana o te Waitematā kia
ū mai rā ki te ākau i Ōkahu.
Ki reira, ka mihi ake ai ki ngā maunga here kōrero,
ki ngā pari whakarongo tai,
ki ngā awa tuku kiri o ōna manawhenua, ōna mana ā-iwi
taketake mai, tauiwi atu
E koro mā, e kui mā i te wāhi ngaro, ko Tāmaki Makaurau tā
koutou i whakarere iho ai,
ki ngā reanga whakaheke, ki ngā urī whakatupu - ki tō iti, ki tō rahi.
Tāmaki - makau a te rau, murau a te tini, wenerau a te mano.
Kāhore tō rite i te ao

Tō ahureinga titi rawa ki ngā pūmanawa o mātou kua
whakakāinga ki roto i a koe.
Kua noho mai koe hei toka herenga i ō mātou manako katoa.

HE MIHI

Kua ūhia nei mātou e koe ki te korowai o tō atawhai,
ki te āhuru o tō awahi,
ki te kuku rawa o tō manawa.
He mea tūturu tonu whakairihia,
hei tāhuhu mō te rangi e tū iho nei,
hei whāriki mō te papa e takoto ake nei
Kia kōpakina mātou e koe ki raro i te whakamarumarū o āu
manaakitanga

E te marae whakatutū puehu o te mano whāioio,
e rokohanga nei i ngā muna, te huna tonu i ō whāruarua
i ngā hua e taea te hauhake i ō mārā kai,
i ngā rawa e āhei te kekerihia i ō pūkoro.
Te mihia nei koe e mātou

Tāmaki Makaurau, ko koe me tō kotahi i te ao nei, nōku te
māringanui kia mōhio ki a koe,
kia miria e te kakara o te hau pūangi e kawē nei i ō rongo.
Ka whītiki nei au i taku hope ki ngā pepehā o onamata, ki ōku
tūmanako mō āpōpō
me ōku whakaritenga kua tutuki mō te rā nei.

Tāmaki Makaurau, tukuna tō wairua kia rere

*Let your canoe carry you across the waters of the Waitematā
until you make landfall at Ōkahu.
There, to greet the mountains, repository of all that has been
said of this place,
there to greet the cliffs that have heard the ebb and flow of the
tides of time,
and the rivers that cleansed the forebears of all who came
those born of this land and the newcomers among us all.
To all who have passed into realms unseen, Auckland is the
legacy you leave to those who follow,
your descendants - the least, yet, greatest part of you all.
Auckland - beloved of hundreds, famed among the multitude,
envy of thousands.
You are unique in the world.*

*Your beauty is infused in the hearts and minds of those of us
who call you home.
You remain the rock upon which our dreams are built.
You have cloaked us in your care,
taken us into the safety of your embrace,
to the very soul of your existence.*


*It is only right that you are held in high esteem,
the solid ground on which all can stand.
You bestow your benevolence on us all.*

*The hive of industry you have become
motivates many to delve the undiscovered secrets of your realm,
the fruits that can still be harvested from your food stores
and the resources that lie fallow in your fields
We thank you.*

*Auckland you stand alone in the world, it is my privilege to know you,
to be brushed by the gentle breeze that carries the fragrance of
all that is you.
And so I gird myself with the promises of yesteryear, my hopes for
tomorrow and my plans for today.*

Auckland let your spirit soar.

MAYOR'S FOREWORD



AUCKLAND'S TIME HAS COME. WE HAVE A WIDELY-SHARED VISION TO BE THE WORLD'S MOST LIVEABLE CITY. AND FOR THE FIRST TIME IN OUR HISTORY, WE HAVE A SINGLE, COMPREHENSIVE PLAN TO DELIVER THIS VISION FOR ALL OF AUCKLAND AND ALL ITS PEOPLE – THE AUCKLAND PLAN. IT IS A PLAN THAT WILL HELP US COMPETE ON THE INTERNATIONAL STAGE, AND ONE THAT WILL HELP EVERY AUCKLANDER ACHIEVE THE BEST THEY CAN. AUCKLAND IS OUR PLACE, AND WE ARE READY TO GRASP THIS OPPORTUNITY FOR A PROSPEROUS FUTURE.

As the Mayor of Auckland, I am both proud and humbled by the depth of feeling Aucklanders have for our amazing city and the way everyone engaged in the development of this Plan. The quality and effort evident in the submissions and other input is simply staggering.

Using this input, the Auckland Plan addresses the diversity and multiplicity of issues that a long-term spatial plan such as this must confront. It reflects a process of listening, learning, balancing and evaluating. The result is a shared vision and strategy to steer Auckland's future development over the next 30 years.

Delivering this vision requires us to collaborate and work together as never before - to roll up our sleeves and bring this Plan to life. Everyone has a role to play to achieve our vision, especially the six transformational shifts that Auckland must deliver:

- ▶ dramatically accelerate the prospects of Auckland's children and young people
- ▶ strongly commit to environmental action and green growth
- ▶ move to outstanding public transport within one network
- ▶ radically improve the quality of urban living
- ▶ substantially raise living standards for all Aucklanders and focus on those most in need
- ▶ significantly lift Māori social and economic well-being.

Given the challenges Auckland faces, and the extent that these challenges will be amplified with an additional one million people over the next 30 years, doing more of the same will simply not suffice. We need deliberate, targeted and determined action – a partnership between central government, the private sector, the community and Auckland Council.

The gap between those who have and those who don't is growing by the day. This is not the society Aucklanders want, nor does it augur well for the future. The Plan contains strategies and actions that address these socio-economic trends. There is a particular focus on our children and young people – our parents and leaders of the future.

There is also a strong emphasis on Auckland's economy and growing prosperity for all, as well as the education and skill development we desperately need to compete in the 'new' economy. The interdependency of Auckland and New Zealand is recognised. As the largest city, with the advantages that economies of scale and agglomeration bring, we must maximise every opportunity to lift our economic performance. The nation's expectation is that our city is the economic powerhouse of New Zealand. We are not yet. For the sake of New Zealand, Auckland cannot lag economically.

Auckland will experience substantial growth pressures over the next 30 years. We face the challenge of how to accommodate growth without losing the things we value most about Auckland. The Plan's quality compact city model can achieve this balance, further enhance Auckland's amenity and build on the lifestyle we are renowned for.

There will be significant change in Auckland's urban fabric over the next 30 years, giving Aucklanders greater choice in how and where they live and work. Each community will consider the appropriate degree of compactness and level of intensification that goes with this. Our emphasis is to build on local character, and to create vibrant, creative places and inclusive communities.

Despite the substantial changes that a million extra Aucklanders will require, the Auckland Plan will also ensure that Auckland's environment is not harmed, and the Plan incorporates strategies to protect and further enhance our natural environment. Auckland will also play its part in reducing greenhouse gas emissions and improving the quality of its air and water.

Our rural and coastal areas are unique features that make Auckland what it is, and they play an important part in Auckland's future. They will provide more city dwellers with breathing space and fantastic recreation activities. Yet they will also play a greater role in Auckland's economy, particularly with the Plan's emphasis on sustainable rural production and enterprise.

The significant investments in transport that the Plan provides will ensure that Auckland works better and that people and freight can move more freely. The Plan establishes the steps necessary to move towards an integrated transport network. This will improve the choice and efficiency of transport options for Aucklanders, with a much greater focus on quality public transport. Investment in cycling and walking facilities will make them more attractive to commuters, and have additional health and environmental benefits.

New Zealand is a small and sometimes vulnerable country, and everyone plays a part in its success. This is the start of a new phase for Auckland – an opportunity to create an exciting and prosperous future. But it requires a deep commitment to collaboration and cooperation. By respecting the diversity that is Auckland, and working with a determined, collective purpose, we can together achieve great things for the benefit of all Aucklanders and our country.

Auckland's time has come – let our spirit soar.

Māori:

Ē ko te wā hira o Tāmaki Makaurau – me rere te wairua

Samoaan:

'Ua o'o i lo tatou taimi 'Aukilani - tatou 'alalaga ma fiafia

Cook Island Maori:

No Akarana nei teia tuatau - kia akaepaepa tatou i te reira

Tongan:

'Aokalani - ko ho tau taimi eni. Tu'u hake ke tau fakafiefia

Fijian:

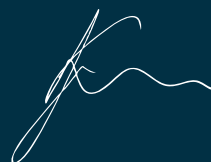
Sa nei Okaladi na gauna oqo - me tubu cake vaka kina na yaloda

Chinese:

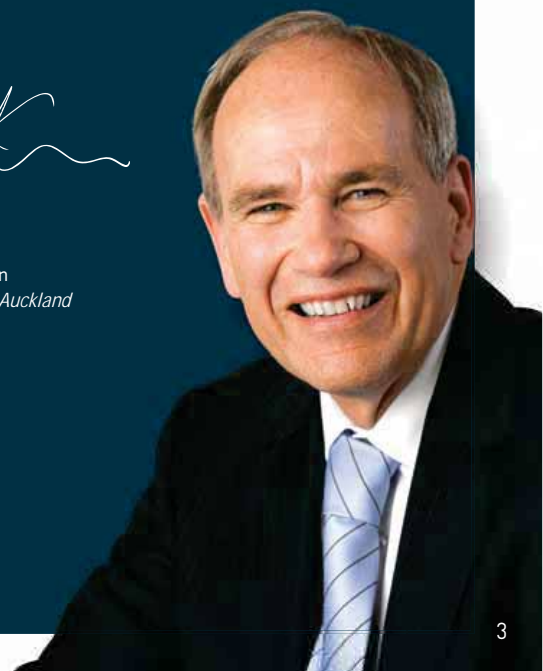
奥克兰时代已经来临，让我们携手共进

Hindi:

अब ऑकलैंड का समय आ गया है - चलिए अपनी भावनाओं की उड़ान भरें



Len Brown
Mayor of Auckland



COUNCILLORS

The governing body comprises the mayor and 20 councillors. The Council family also includes the 21 local boards, the Independent Māori Statutory Board, the Council's advisory panels and the seven Council Controlled Organisations.



▶ Penny Hulse



▶ Arthur Anae



▶ Cameron Brewer



▶ Dr Cathy Casey



▶ Sandra Coney



▶ Alf Filipaina



▶ Hon Chris Fletcher



▶ Michael Goudie



▶ Ann Hartley



▶ Mike Lee



▶ Des Morrison



▶ Richard Northey



▶ Calum Penrose



▶ Dick Quax



▶ Nolene Raffills



▶ Sharon Stewart



▶ Sir John Walker



▶ Wayne Walker



▶ Penny Webster



▶ George Wood

GOVERNMENT FOREWORD

The Government welcomes the release of the Auckland Council's first Auckland Plan and congratulates Mayor Len Brown and the Council on reaching this milestone.

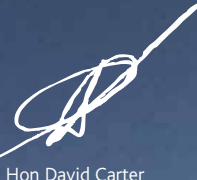
The Auckland governance reforms brought several different councils together so the Auckland region could speak with one voice. The Auckland Plan, by setting out a single vision for Auckland over the next 30 years, demonstrates the reforms working in practice.

The Government acknowledges the Auckland Council's comprehensive engagement with stakeholders in developing the Plan. It is significant that the Plan's development has been a dynamic process with the Council responding to feedback from submitters, the Government, Auckland stakeholders and international peer reviewers.

The relevance of the Auckland Plan is underlined by the prediction that the Auckland region will accommodate 60 per cent of New Zealand's population growth over the next 30 years. How we meet the significant opportunities and challenges of this growth will define both Auckland and New Zealand in this century. Good planning will maximise value from infrastructure investments, improve productivity and manage growth well.

Planning is, of course, just the first step towards better outcomes. Though attention will shift towards implementation, there will be an ongoing need to adjust the Plan in light of what's working well and changes in the national and international environment.

The Government will continue to engage closely with the Council through the Plan's evolution.



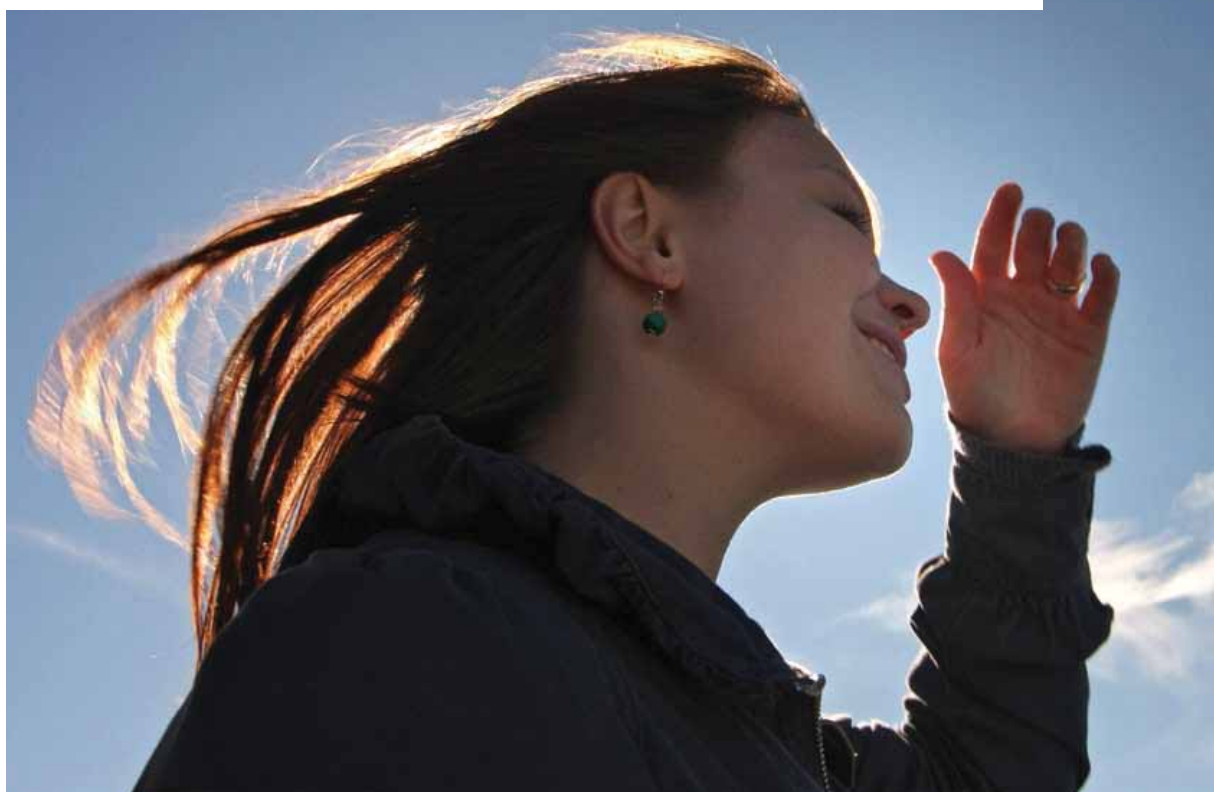
Hon David Carter

Minister of Local Government



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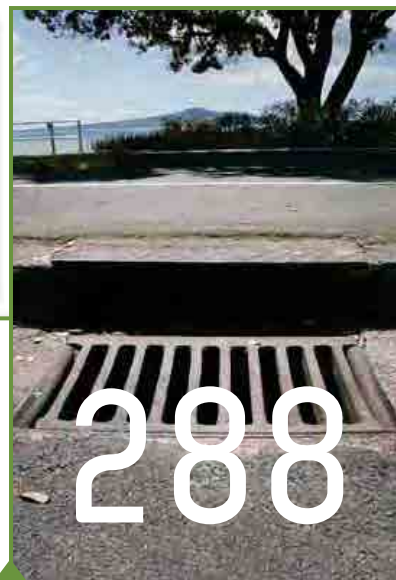


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A

THE AUCKLAND PLAN – A PLAN FOR ALL AUCKLANDERS

TE MAHERE A TĀMAKI MAKAURAU – MĀ TE KATOA O TĀMAKI MAKAURAU

A.1 Introduction

1_ The Auckland Plan is the strategy to make Auckland an even better place than it is now, and create the world's most liveable city. It shows how we will prepare for the additional one million people we may have to accommodate by 2040, and the 400,000 new homes needed.

2_ Many people have been involved in the preparation of this Plan: Auckland residents, community groups, infrastructure providers, central government, iwi, business groups and voluntary organisations have helped shape this Plan for Auckland's future. Although the Mayor and Auckland Council have led its development, the Auckland Plan is for all of Auckland and all Aucklanders, and its successful implementation will require leadership, action, investment, and commitment from many organisations, groups and individuals.

Having a single council has given Auckland an unprecedented opportunity to plan for its future in an integrated way, and to bring together actions for better transport, environmental protection, improved land uses, housing growth, and economic development in one plan, and with one authority responsible for their co-ordination. The Auckland Plan sets the long-term strategic direction for Auckland.

4_ Section 79 of the Local Government (Auckland Council) Act 2009 requires Auckland Council to prepare a spatial plan (the Auckland Plan). The purpose of the plan is to:

A.2 Why an Auckland Plan?

3_ In 2009 the Royal Commission on Governance in Auckland recommended that a single council for Auckland be established to address its fragmented governance and poor community engagement, which had contributed to Auckland's underperformance. Since its inception on 1 November 2010, the Auckland Council has provided a new model of local government in New Zealand. The Council consists of the governing body (Mayor and 20 Councillors) and 21 local boards, which represent the interests of local communities. This governance structure strengthens Auckland-wide leadership and provides effective local democracy.

CONTRIBUTE TO AUCKLAND'S SOCIAL, ECONOMIC, ENVIRONMENTAL, AND CULTURAL WELL-BEING THROUGH A COMPREHENSIVE AND EFFECTIVE LONG-TERM (20- TO 30-YEAR) STRATEGY FOR AUCKLAND'S GROWTH AND DEVELOPMENT.

To achieve this purpose, the Auckland Plan:

- ▶ sets a strategic direction for Auckland and its communities that integrates social, economic, environmental, and cultural objectives
- ▶ outlines a high-level development strategy to give direction and enable coherent, co-ordinated decision-making by Auckland Council and other parties
- ▶ describes Auckland's role in New Zealand
- ▶ identifies the existing and future location of residential, business, rural production and industrial activities
- ▶ identifies the existing and future location of critical infrastructure facilities (such as transport, water supply, wastewater and stormwater disposal), other network utilities, open space, and social infrastructure
- ▶ identifies nationally and regionally important recreational and open space areas, ecological areas that should be protected from development, environmental constraints on development, and landscapes and areas of historic heritage value
- ▶ identifies the policies, priorities, land allocations, programmes and investments to implement the strategic direction.

5... The Auckland Plan describes the kind of place Aucklanders have told us they want, and outlines what is needed to achieve it. All Aucklanders, not just the Auckland Council, will need to ensure that the changes Auckland experiences over the next 30 years are catalysts for enhancing our prosperity and quality of life. This can only be accomplished through working in partnership, and through a shared commitment to achieving the outcomes that will make Auckland the world's most liveable city. We are committed to shaping our growth to support Aucklanders, rather than allowing growth to shape our lives in an unmanaged way.



A.3 Te Tiriti o Waitangi – The Treaty of Waitangi

6_ **Box A.1** provides background about Te Tiriti o Waitangi - the Treaty of Waitangi - and its importance for Auckland.

Figure A.1 shows the relevance of the articles and principles of the Treaty of Waitangi to the Auckland Council:

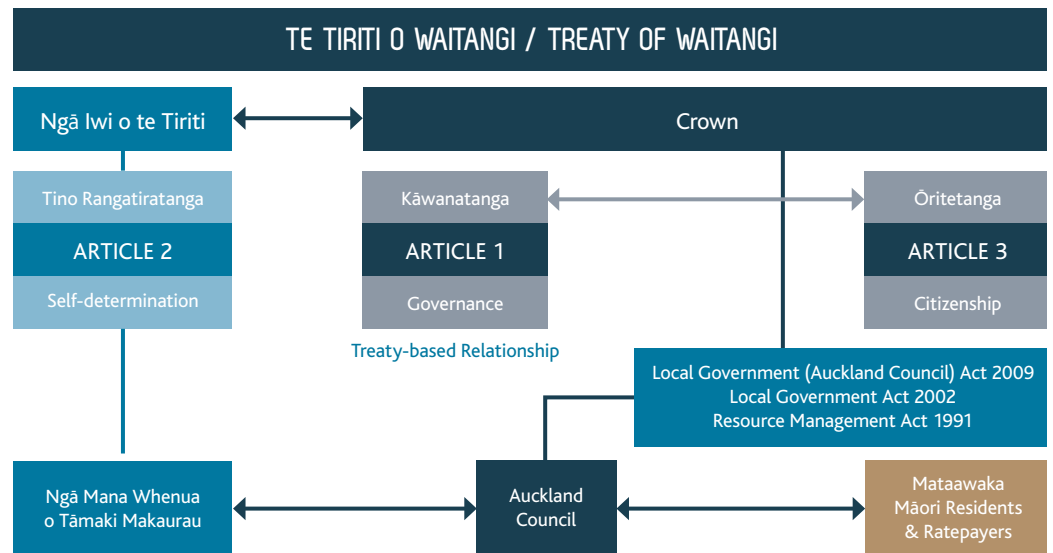
- ▶ Article 1 Kāwanatanga / Governance relates to the governance structure of New Zealand.
- ▶ Article 2 Tino rangatiratanga / Self-determination relates to iwi / Māori entitlements under the Treaty to control how resources will be managed, used, developed and protected. Caring and restoring the health of Papatūānuku / Earth and

Ranginui / Sky is consistent with Rangatiratanga, because rangatiratanga confers not only status but also responsibility, to ensure that the natural world and its resources are maintained into the future. Local government has powers and responsibilities to do this in legislation, such as the Resource Management Act (1991), which is the principal statute governing natural resource management in New Zealand.

- ▶ Article 3 Ōritetanga / Citizenship guarantees Māori the same rights of citizenship as all New Zealanders. This is relevant to issues in the areas of health, education, housing, and social and cultural well-being: ways to improve these rights for Māori are included in this Plan.



FIGURE A.1 TE TIRITI O WAITANGI / TREATY OF WAITANGI FRAMEWORK



7_ The Treaty is articulated in law through an evolving set of principles. These include:

- ▶ reciprocity
- ▶ rangatiratanga
- ▶ partnership
- ▶ active protection
- ▶ options
- ▶ mutual benefit
- ▶ right of development
- ▶ redress.

8_ As a result of the treaty settlement process, partnership arrangements between iwi, Auckland Council and the wider Auckland community will become an increasingly important means of enhancing the prosperity and quality of life of all Aucklanders. These arrangements can include active Mana Whenua involvement in the co-governance of maunga (volcanic cones), wahapū (harbours), motu (islands), and kaitiakitanga (guardianship) of land and marine resources.

9_ This co-governance model represents a natural progression from the treaty settlement era and a maturing of the relationship between Auckland Council and iwi. The Council

is developing a Māori responsiveness framework to support this model of management. This framework will guide Council operations and help develop robust and sustainable relationships with Māori, which will be underpinned by the tribal maxim, "Te pai me te whai rawa o Tāmaki" – The abundance and prosperity of Auckland. The basis of this framework is shown in Figure A.2

10_ The framework under development proposes four key drivers that will guide Council's relationship with Māori:

- ▶ Te Tiriti o Waitangi/Treaty of Waitangi
- ▶ Mana Whenua – Mana Motuhake – Self-sustainability, Self-identity, Self-determination
- ▶ Mataawaka – Te Puāwaitanga o te Tangata – Realisation of Māori Potential
- ▶ Council's statutory obligations.

11_ The proposed framework incorporates three objectives for Council to guide its primary activities concerning Māori:

- ▶ effective Māori communication and engagement
- ▶ contribution to Māori well-being
- ▶ development of Māori capacity.

FIGURE A.2 PROPOSED MĀORI RESPONSIVENESS FRAMEWORK



BOX A.1 THE AUCKLAND PLAN AND TE TIRITI O WAITANGI / THE TREATY OF WAITANGI

The Treaty of Waitangi is the founding document of our nation. Since its signing in 1840 it has undergone intense scrutiny concerning its validity, constitutional integrity and status.

However, the Treaty remains an enduring, living document and its principles continue to guide legislative provisions and rulings by the Court of Appeal and the New Zealand Supreme Court.

There are many iwi in Auckland (see below). Several agreements are due to be signed by 2014, which will result in increased participation by Māori in matters relating to economic development, co-governance, and community development. This creates an opportunity for local government to work with Māori to ensure just and fair solutions to Māori issues.

Customary rights may also be recognised through mechanisms other than the Treaty. For example, the Marine

and Coastal Area (Takutai Moana) Act (2011) enables iwi to claim customary marine title areas as a form of property right. Such contemporary claims give effect to customary rights in a manner that marks a new horizon for Māori. The Auckland Plan has the appropriate policies and strategies in place relating to Māori customary rights.

The Treaty of Waitangi has long been a driver compelling individuals and groups to action. The Auckland Plan is a watershed opportunity to change the discourse around its statutory obligations and ensure that authorities such as the Auckland Council act in a way which recognises Māori values, and work to deliver Māori aspirations.

AUCKLAND'S IWI	Ngāti Tamaterā
Ngāti Manuhiri	Nga Tai ki Tāmaki
Ngāti Rēhua	Te Kawerau a Maki
Ngāti Wai	Ngāti Tamaoho
Ngāti Whātua o Kaipara ki te Tonga (Ngā Rīma)	Ngāti Te Ata
Ngāti Whātua o Ōrākei	Te Akitai
Te Runanga o Ngāti Whātua	Te Ahiwaru
Te Uri o Hau	Waikato/Tainui
Ngāti Paoa	Ngāti Whanaunga
Ngāti Maru	Patukirikiri

A.4 Key implementation strategies and plans

12. Implementing the Auckland Plan will require sustained commitment and investment over many years from stakeholders. For many of the priorities set out in this Plan, other parties, particularly central government agencies and the private sector, will provide much of the required investment and take the lead role in implementation, while Auckland Council's role will frequently be one of facilitation or advocacy. It is therefore crucial that long-term implementation partnerships (such as public private partnerships) are developed, to ensure the actions and investments of different stakeholders are well co-ordinated. Internal alignment between sections of the wider Auckland Council organisation, such as the governing body, local boards and the CCOs, is required. Co-ordinating investment, monitoring progress and evaluating the effectiveness of the many projects and actions set out

in this plan is critical, especially given the uncertain global economic environment. Auckland Council will develop a number of tools to do this, including an annual implementation update, which is attached as a separate addendum.

13. Two plans are especially critical to Auckland Council's role in implementing the Auckland Plan over the first 10 years of its life. They are the Unitary Plan, which details how we design, develop and grow the city; and the Long Term Plan, which prioritises the funding to deliver the Plan on a staged basis. **Figure A.3** shows how the Auckland Plan relates to the Council's other key strategies, policies and plans. Essentially, the Auckland Plan provides the direction and path for other strategic implementation.



Unitary Plan

14_ The Council is developing Auckland’s first Unitary Plan to replace the district, and regional plans and policies of the former city, district and regional councils. The Unitary Plan is the Council’s principal land-use planning document prepared under the Resource Management Act (1991). It is one tool to implement the strategic direction of the Auckland Plan. The Unitary Plan uses policies, rules and incentives to achieve this.

Long Term Plan

15_ This is a statutory plan that describes the Auckland Council’s intended activities, key projects and programmes, and funding information for a 10-year period. It outlines the funding for the actions in the Auckland Plan that Council will deliver in the first 10 years. Auckland Council’s first Long Term Plan covers the period 2012 to 2022.

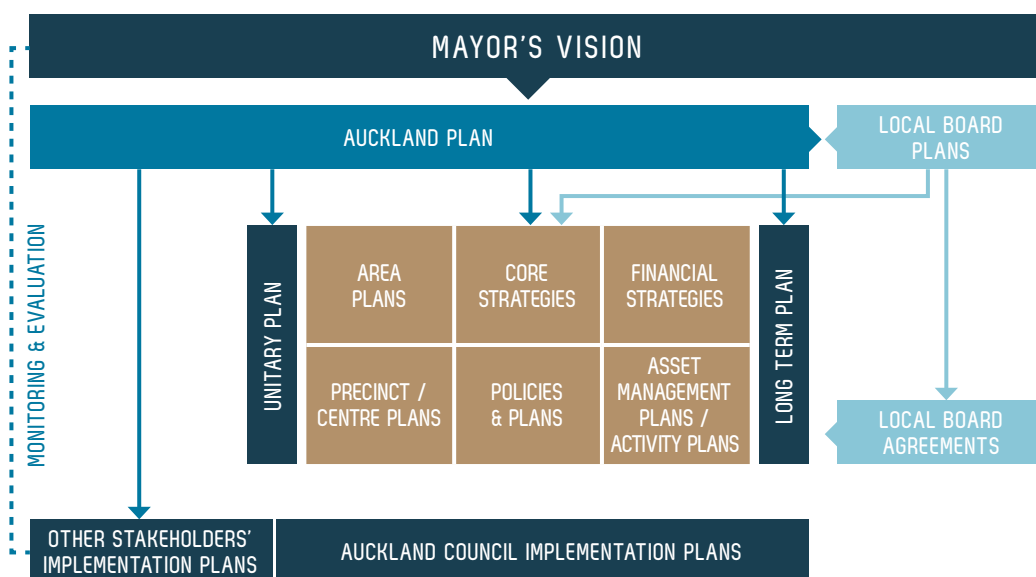
Local board plans and agreements

16_ Local boards review the development of their own plans every three years. These plans set out the priorities and projects each local board and its community has identified for its area. Their priorities have informed the development of both the Auckland Plan and the Long Term Plan. In addition, annual agreements between local boards and the governing body set out the funding available for projects in their areas. Local board boundaries are shown in **Map A.1**.

Other key strategies and plans

17_ The Council continues to work with its partners and other stakeholders to develop a range of more detailed strategies, policies and plans to achieve the outcomes of the Auckland Plan. Documents such as the Economic Development Strategy, City Centre Masterplan, and the Waterfront Plan are important tools for implementing the Auckland Plan, and show how Auckland will progress.

FIGURE A.3 AUCKLAND COUNCIL’S STRATEGIC FRAMEWORK



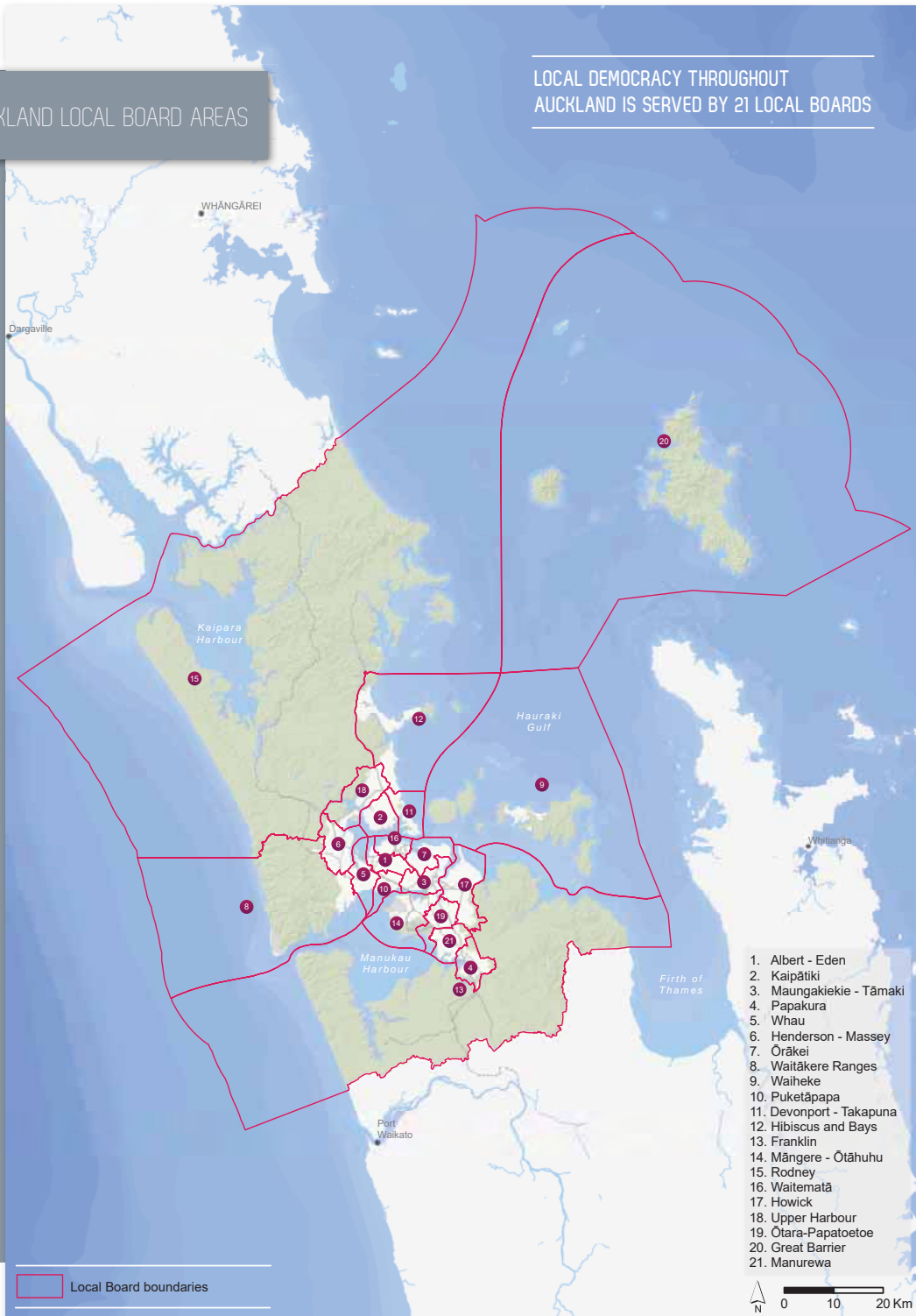
NOTE:

The Economic Development Strategy is a core strategy (above).

The Auckland City Centre MasterPlan and the Waterfront Plan are equivalent to area plans for the city centre.

MAP A.1 AUCKLAND LOCAL BOARD AREAS

LOCAL DEMOCRACY THROUGHOUT
AUCKLAND IS SERVED BY 21 LOCAL BOARDS



1. Albert - Eden
2. Kaipātiki
3. Maungakiekie - Tāmaki
4. Papakura
5. Whau
6. Henderson - Massey
7. Ōrākei
8. Waitākere Ranges
9. Waiheke
10. Puketāpapa
11. Devonport - Takapuna
12. Hibiscus and Bays
13. Franklin
14. Māngere - Ōtāhuhu
15. Rodney
16. Waitemātā
17. Howick
18. Upper Harbour
19. Ōtara-Papatoetoe
20. Great Barrier
21. Manurewa

SECTION

B

AUCKLAND NOW AND INTO THE FUTURE

TE TŪMANAKO MĀ TĀMAKI MAKAURAU

B.1 The vision for Auckland

Auckland's vision is to become the world's most liveable city. As the world's most liveable city Auckland will be a place that:

- ▶ Aucklanders are proud of,
- ▶ they want to stay or return to, and
- ▶ others want to visit, move to, or invest in.

18_ The goal of liveability expresses our shared desire to create a city where all people can enjoy a high quality of life and improved standards of living, a city which is attractive to mobile people, firms, and investors, and a place where environmental and social standards are respected.

19_ Chapter 15 describes how we will measure liveability in Auckland. This section considers the global trends that are likely to impact on cities between now and 2040, and how Auckland will need to respond if the vision is to be realised. First, we need to understand Auckland as it is now: its place in New Zealand, and what makes it unique internationally.



B.2 The role of Auckland in New Zealand and the world

20_ Cities are integral to the economic prospects of nations. As New Zealand's largest city and commercial centre, and home to around a third of the population, Auckland's success is critical to the well-being of all New Zealanders. Auckland cannot reach its potential unless New Zealand as a whole does well: the well-being of Auckland and the rest of New Zealand are inextricably linked.

21_ Auckland's employment diversity, market size and business clustering are unmatched by other centres, making it well placed to attract the high-value economic activities, skilled migrants and international investment required to improve the living standards of all New Zealanders.

22_ Auckland is New Zealand's commercial centre, leading the finance, insurance, transport and logistics, and business services industries. It is the largest centre for manufacturing, with growing clusters in the marine, advanced materials, and food and beverage sectors.

23_ The scale of commercial activity, concentration of relatively high-value industries and greater number of highly skilled workers is such that labour productivity is 30% to 50% higher in Auckland, and 150% higher in the city centre, than in other New Zealand regions. With a 35% share, Auckland is one of a handful of cities around the world that generates more than a third of its nation's GDP.

24_ As a trade-dependent nation with a migrant heritage, New Zealand is heavily dependent on its connections with the outside world for much of its economic prosperity. With its international airport, ports, transport and freight infrastructure, Auckland is New Zealand's gateway to and from the rest of the world (see **Box B.1**).

BOX B.1 AUCKLAND'S GATEWAY FUNCTION (2009/10)¹

32% (by value) of New Zealand's commodity exports and 61% of its imports passed through either Ports of Auckland or Auckland International Airport

41% of total foreign direct investment into New Zealand was directed to Auckland

47% of permanent and long-term arrivals in New Zealand settled in Auckland

68% of international visitor arrivals and 76% of business arrivals to New Zealand came through Auckland Airport





25_ Given its size and isolation, New Zealand needs its cities and regions to work together if it is to compete internationally. Councils across the upper North Island (the area north of Taupō – including the cities of Tauranga, Hamilton and Whāngārei, with 52% of New Zealand’s population), have signed an agreement to co-operate on matters of shared interest such as transport links, other forms of infrastructure, and land-use planning. Auckland is the key distribution centre for the upper North Island, and the improved interregional links that the agreement may encourage are needed to cope with the increase in freight volumes expected over the next few years. (See Chapter 12).

26_ Skilled people are critical to our future competitiveness. Auckland is the most important centre in New Zealand for education and skills training. Its tertiary institutes attract students and staff from around the country and the world: the city hosts 41% of New Zealand’s tertiary students and 58% of its foreign fee-paying students (2010). Nationally important research, business incubation, and entrepreneurship facilities are located in Auckland, and these can enhance economic growth, through their focus on innovation.

27_ The diversity of Auckland’s population, and the global reach of its firms and institutions, link New Zealand with the dynamic economies of the Asia Pacific region. The opportunities for cultural enrichment and economic development arising from migration will be crucial to New Zealand’s long-term prospects, and its emerging identity as an international society. To realise the benefit of increased diversity, new settlers must be able to participate in all aspects of life in Auckland, and access employment that makes full use of their qualifications and experience. This requires collaboration and adaptation from employers, host communities and the migrants themselves.

B.3 What makes Auckland special?

28_ Auckland is an emerging international city and is fast developing a reputation for the quality of life it offers its residents.

29_ Auckland has a natural environment that few other cities can match. Its beaches, islands, harbours, waterways, volcanoes, lush forests and productive rural areas offer a superb combination of physical beauty, recreational opportunity, economic significance and cultural identity.



30_ Our mild climate allows us to enjoy this environment and participate in outdoor recreational activities all year round. This lifestyle – organised sport, swimming, bush walks or picnicking in the park – is integral to Auckland’s sense of identity.

31_ Since the arrival of tangata whenua many centuries ago, this environment and the opportunities it affords has attracted people from around the world to our shores. The makeup of our population has been transformed, and our sense of identity has evolved with it. By some counts we now rank amongst the most multicultural cities in the world, with 37% of Aucklanders coming from overseas (2006 figures).

32_ Whilst the rich diversity of our people is a source of pride, Māori hold a special place in our identity. The Treaty of Waitangi underpins many aspects of public life in the city. Through the treaty settlement process and subsequent partnership agreements, local iwi are playing a more prominent role in shaping Auckland’s development, and are emerging as economic powerhouses in their own right. Less formally, traditions such as haka are increasingly recognised world-wide, and spark an interest in authentic Māori cultural experiences that many international visitors seek to satisfy upon their arrival in Auckland.

33_ Our ethnic groups make valuable contributions to life in Auckland. Pacific peoples, for example, are prominent in high-profile sectors such as sports and the arts, and they provide economic and trading links to the Pacific Island nations. Our status as the world’s largest Polynesian city is a key aspect of our identity.

SINCE THE ARRIVAL OF TANGATA WHENUA MANY CENTURIES AGO, THIS ENVIRONMENT AND THE OPPORTUNITIES IT AFFORDS HAS ATTRACTED PEOPLE FROM AROUND THE WORLD TO OUR SHORES.

34_ Our diverse and growing Asian communities have revitalised whole neighbourhoods and provided a wide range of experiences (food, arts, festivals) that have become part of life in Auckland. Their business connections have strengthened our international focus – which is critical to Auckland’s future success.

35_ By global standards Auckland is still a relatively small, comparatively young city, both in terms of the age profile of its population and the history of its development. Aucklanders are proud of our urbanity, our cosmopolitan population, and our many and varied restaurants, cultural events, theatres and galleries. Auckland’s youthfulness and rapid growth have contributed to the energetic atmosphere in parts of the city that is more typical of dynamic cities of the Asia Pacific, such as Sydney, Brisbane, and Singapore, than other New Zealand centres. At the same time our relationship with the rest of New Zealand is characterised by economic interdependence and friendly rivalry.

36_ Despite its rapid growth in recent years, Auckland retains the feel of a collection of villages, each with its own distinctive characteristics. This tells of our heritage.

37_ Many Aucklanders still value the egalitarian principles that our city and country were founded upon. However, in recent years there has been an alarming growth in inequality and the concentration of highly deprived communities in some parts of Auckland. Addressing inequalities is a major focus of the Auckland Plan. Nevertheless, we still view ourselves as a classless society, and have a degree of access to decision makers and figures of authority that is often not possible in larger cities. This brings an immediacy to local democracy that is often evidenced by the vigorous debate of issues of importance to the community.

38_ Proof of the strength of the shared values of Aucklanders and the relative intimacy of life here (compared to larger cities elsewhere), is that the rapid transformation in the demographic composition of Auckland’s population, in less than a generation, has given rise to few incidents of social unrest. Although some migrants, particularly those from a non-English speaking background, can feel isolated and struggle to adapt to life in Auckland, research has shown that most feel welcome here and settle well². This demonstrates the decency and commonsense of most Aucklanders, both native-born and immigrant. It shows that a common set of values binds us as people. It augurs well for the future of our city, as we strive to achieve our vision as the world’s most liveable city.

BY 2040 THE UNITED NATIONS ESTIMATES THAT AROUND TWO THIRDS OF THE WORLD'S POPULATION WILL LIVE IN URBAN AREAS (COMPARED TO JUST OVER HALF TODAY).

39_ Auckland's climate, geographical, cultural and historical character are unique. It offers:

- ▶ a city with islands and a varied marine environment
- ▶ a green rural land mass in easy reach of the city
- ▶ a temperate climate in a southerly location
- ▶ the heritage of tangata whenua
- ▶ a diverse city of immigrants with multiple homelands and cultural endowments
- ▶ the central hub for the South Pacific islands
- ▶ an English-speaking, multi-lingual society set in the Asia Pacific region
- ▶ law-abiding, just, progressive social mores
- ▶ a highly educated, innovative, creative, and ingenious population
- ▶ a stable, open, and mature democracy.

It is this blend that makes Auckland distinctive.

B.4 Cities in 2040

40_ The long-term focus of the Auckland Plan requires consideration of what the world might be like in 2040, and what this would mean for Auckland. Advance forecasting is inexact, yet helps us plan for Auckland's future.

41_ The world's population will continue to grow. The United Nations forecasts a global population of 9 billion by 2040, an increase of 2 billion from 2011, mostly in the developing world. The United Nations forecasts that the median age will rise from 40 to 45 in developed countries, and from 27 to 35 years in the developing world. Ageing populations have implications for many aspects of urban planning, including the provision of healthcare services, open space, transport infrastructure and housing. The relative decline of the tax base in many countries will increase the competition between nations for skilled people of working age.

42_ By 2040 the United Nations estimates that around two thirds of the world's population will live in urban areas (compared to just over half today). Some cities are likely to be extraordinarily large by today's standards: Beijing, Shanghai and Mumbai could have populations approaching 40 million people. Vast urban conglomerates of unprecedented scale could result from the merging of large, previously distinct, cities. For example, the Pearl River Delta in Southern China may have a population of 80 million people by 2040. Such urban areas will pose new challenges for urban planning, and are likely to lead a shift in the balance of global economic power in future. Between now and 2040, cities from China and India will displace the likes of San Francisco, Toronto, Madrid, Munich, Osaka-Kobe and Sydney from the world's 30 largest city economies.

43_ Cities will compete with each other in the development of new science and technology and the support for innovative businesses. The rapidity of technological innovation, ongoing internationalisation of national economies and the potential for further reductions to trade barriers, will intensify competition between firms. Competitive advantages may be short-lived, and the pressure to innovate constantly will be intense. Successful cities in 2040 will consider how they can help local firms compete in this environment: support promising new businesses and attract dynamic companies from elsewhere. This will require more than the provision of world-class communications infrastructure and a conducive regulatory environment.





44_ Liveable cities need a competitive business climate and tax levels, a business-friendly culture, and excellent connectivity. To be recognised as innovation centres, cities will need to support education in the sciences and engineering; support the creation of leading research centres, (particularly in disciplines relevant to key sectors, such as life sciences and clean technologies); foster closer links between those research centres and business; and foster collaboration between complementary sectors to encourage the development of new products and solutions to pressing issues.

45_ By 2040 the impacts of climate change will be obvious, and in some cases devastating. The incidence of extreme weather events will increase markedly by 2040, even if current efforts to combat climate change are stepped up over the next few years. Changing climate patterns will reduce the viability of agriculture in some areas, and force changes to the types of crops grown in others. Some areas that are currently heavily populated may become unfit - or at least less desirable - for habitation, as food and water shortages result from more frequent and severe flooding or drought. Environmental migration from affected areas is likely to increase significantly. The educated and highly skilled will be most able to depart to less affected nations, which will exacerbate existing inequalities. It is possible that by 2040 the number of climate change refugees may be so overwhelming that wealthier, less severely affected nations, such as New Zealand, may come under intense pressure to open their borders to a greater degree than they would otherwise have intended.

46_ Many of the natural resources that have powered economic growth in the twentieth century are likely to be scarcer, and priced significantly higher, in 2040. This is especially true of oil, as many experts believe that we have already passed the point where total production has peaked. Increased oil prices could drive exploration into areas previously considered uneconomic or environmentally sacrosanct. Governments, cities and societies will need to decide whether they are willing to incur the environmental and social costs that will result. As technology improves, the search for viable forms of non-fossil fuels will continue. However, if alternatives to oil are unable to cover the supply deficit, fundamental change to transportation systems, employment patterns, food production and potentially energy generation, in and around cities, will be required well before 2040.



47_ By 2040, bold action in response to climate change, resource shortages and environmental degradation will be recognised as an essential element of the prosperity of cities. Cities that are not perceived to fully embrace sustainability across all aspects of urban planning will struggle to attract talent and investment, and will inevitably decline.

B.5 What do these global trends mean for Auckland?

48_ How might Auckland adapt to and thrive in this complex and ever-changing global environment? We will always remain a relatively small centre compared to the global megacities that will dominate economic activity in 2040 and beyond. However, in many ways Auckland is well placed to cope with and benefit from the changing global environment.

49_ The primary reason why Auckland attracts skilled migrants, is the high quality of life it offers to most of its residents. Overcrowding in many cities around the world will accelerate as the global population increases, thereby enhancing the attractiveness of Auckland as a destination for some migrants.

50_ Our physical remoteness, historically a significant disadvantage for New Zealand, is likely to become a key aspect of our appeal, given the potential for increased conflict and terrorism in other parts of the world. As the prime destination for migrants to New Zealand, Auckland will benefit from the perception of our country as a democratic, politically stable, and relatively corruption-free, safe haven.

51_ Although the changing global climate will increase the frequency of storms and droughts in Auckland, we are likely to escape the worst of the severe inundation and/or desiccation expected in some parts of the world. This may add to our appeal, particularly for Pacific and Asian countries, as a destination for migrants and a place to invest capital.

**LIFESTYLE ALONE IS NOT ENOUGH:
IT MUST BE UNDERPINNED BY A STRONGER,
MORE SUSTAINABLE AND MORE RESILIENT
ECONOMY IF WE ARE TO BE THE WORLD'S
MOST LIVEABLE CITY IN 2040.**



52_ The impact of climate change, resource shortages and heightened food safety concerns, may result in consumers in the developed world placing an increasing premium on goods and services perceived to be produced in a sustainable manner. By 2040, this may translate into significantly improved opportunities to enhance our economy by leveraging off New Zealand's clean and green reputation. However, like all brands, our clean and green reputation will only survive and be of benefit in the long term if we live up to it and embrace sustainability as a guiding principle across everything we do. In Auckland, this will require policies that would:

- ▶ considerably reduce its greenhouse gas emissions
- ▶ develop a more balanced transport network with a much greater emphasis on cleaner public transport options and getting around by cycling and walking
- ▶ promote energy efficiency: for example, through the enablement of smart grids and better designed residential and commercial buildings
- ▶ conserve productive agricultural land on the urban periphery to protect both our export base and our ability to supply our own population during times of global food shortages
- ▶ improve our ability to cope with natural disasters and resource shortages.

53_ Enacting policies such as these will not only improve Auckland's resilience and its ability to cope with unexpected shocks (such as global energy and food shortages), but may also contribute to its attractiveness as a preferred destination for skilled migrants and dynamic companies with a green growth focus.

54_ While several of the likely changes to the global political and economic environment could work in Auckland's favour, we will not be able to benefit from them fully unless we deal with a number of existing challenges.

55_ Auckland's population has grown steadily and is projected to continue to do so throughout the period covered by this plan (see **Box B.2**). The impacts of this growth on the provision of public services, infrastructure and our rural and urban environments must be carefully managed, to enhance what we value about Auckland. Also, as Auckland grows it is important that it remains affordable for its residents, in terms of housing and the general cost of living.

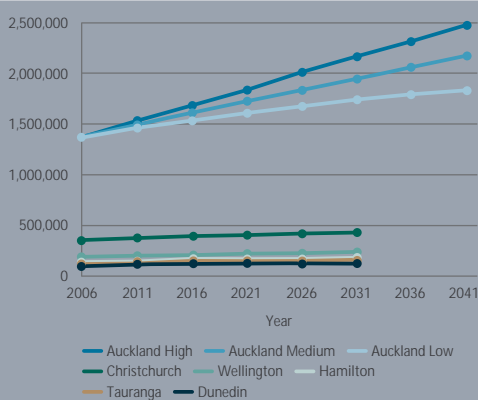
56_ Lifestyle alone is not enough: it must be underpinned by a stronger, more sustainable and more resilient economy if we are to be the world's most liveable city in 2040. For many years Auckland's economy has consistently underperformed relative to cities in Australia and elsewhere of a similar size. There are complex, interrelated reasons for this, including our lower rates of productivity compared to other cities in the developed world, our low levels of national savings and capital formation, and the domestic focus of many of our businesses. Finding solutions to these problems and improving our ability to retain skilled people of working age (both migrants and New Zealanders) is central to many of the priorities of the Auckland Plan.

57_ Growing social and economic inequalities have contributed to Auckland's economic underperformance. If all Aucklanders have the opportunity to reach their potential, this will reduce the possibility of social unrest. Everyone will need to participate in the economic life of the city if it is to thrive in the intensely competitive environment that will characterise the global economy of 2040.

58_ The next section describes the desired outcomes that will characterise the world's most liveable city in 2040, and the transformational shifts required to get us there.

AUCKLAND'S ESTIMATED CURRENT POPULATION IS 1.5 MILLION

FIGURE B.1 AUCKLAND'S POPULATION PROJECTIONS (2006–2041)*



Source: Statistics NZ and Auckland Council

Statistics New Zealand models three scenarios for the future of Auckland's population – high, medium and low growth. Given Auckland's history of rapid population growth, Auckland Council believes it is prudent to base its future planning on the high-growth scenario, and unless otherwise stated, this model is used throughout the Auckland Plan. The high-growth model projects a population of 2.5 million in 2041. Auckland Council will periodically review with statistics New Zealand, the appropriateness of the high-growth model as a basis for its ongoing planning.

Auckland's population growth reflects natural increase and net migration (both internal and international). Natural increase is relatively steady, while net migration patterns vary. Between 2001 and 2006, just over half (55%) of Auckland's population increase resulted from net gains in migration, and just under half (45%) was due to natural increase, which varies across ethnicities.

Half of the population growth in New Zealand between 2001 and 2006 was in Auckland. Auckland's population is continuing to grow at a faster rate than that of the country as a whole, and so its proportion of New Zealand's overall population will also grow.

One third of children in New Zealand live in Auckland. Those under 25 make up almost 40% of Auckland's population, and the proportion of children in Auckland is projected to grow at a faster rate than the national average.

While Aucklanders are on average younger than other New Zealanders, the proportion of the population over the age of 60 is projected to increase from 10% in 2006 to around 19% by 2040.

Auckland has a diverse ethnic and cultural composition. In 1986, 23% of Auckland's population was born overseas, and this proportion reached 37% by 2006. Auckland is currently home to over 180 ethnicities: this diversity will probably continue to increase, and the Asian and Pacific proportion of the population will grow most significantly.

Employment projections suggest that the total number of employees in Auckland could range between 870,000 and 1.04 million by 2041. Even under a medium-growth scenario, the number of employees in the region would grow from 679,700 in 2011 to 955,800 in 2041, which represents growth of around 275,000 employees, or 40%. (See Table B.1)

The office sector is expected to experience the largest growth in employees. While growth is next strongest in the education and health sectors, the production and distribution industry sectors will have a higher number of employees as well.

* Although the Auckland Plan's horizon is to 2040, the projections that underpin the Plan are to 2041 in line with Statistics New Zealand time frames.

FIGURE B.2 AUCKLAND'S ETHNICITY (2006-2021)**

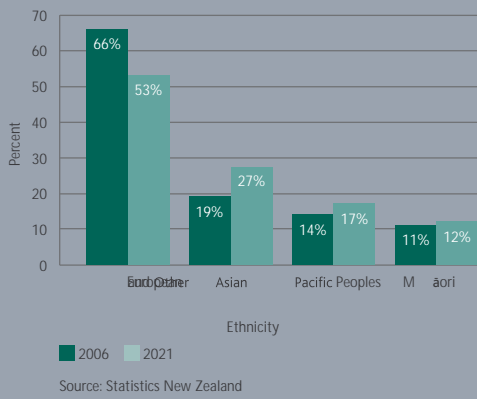


FIGURE B.3 AUCKLAND'S EMPLOYMENT PROJECTIONS (2007-2041)

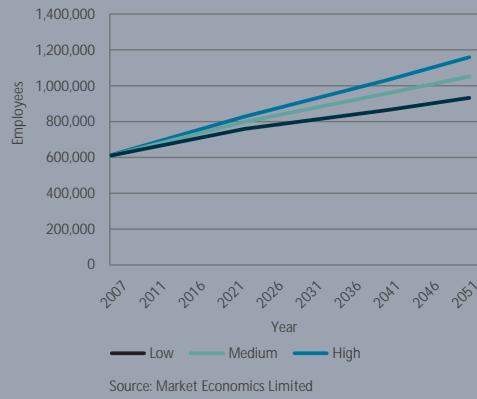
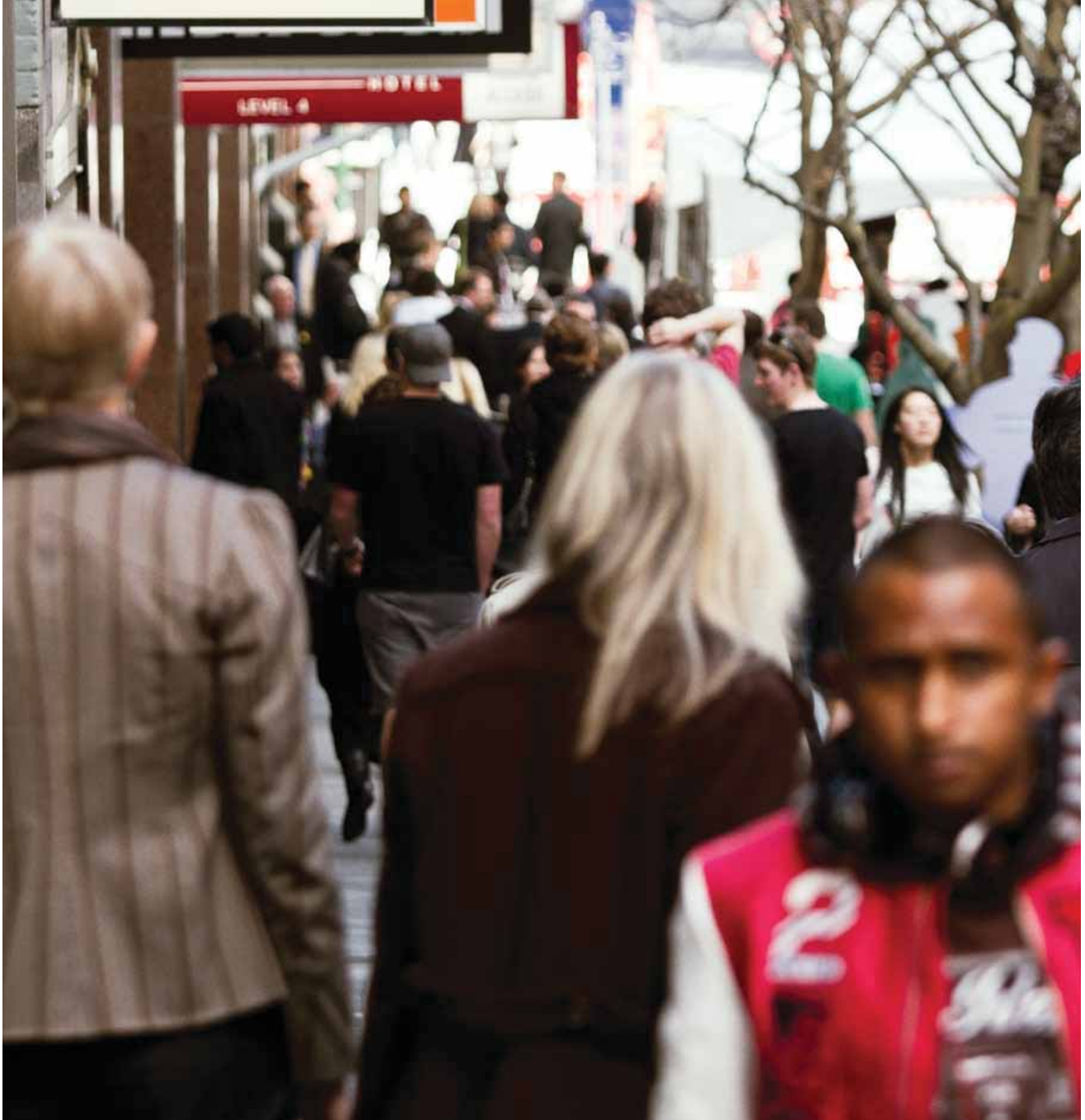


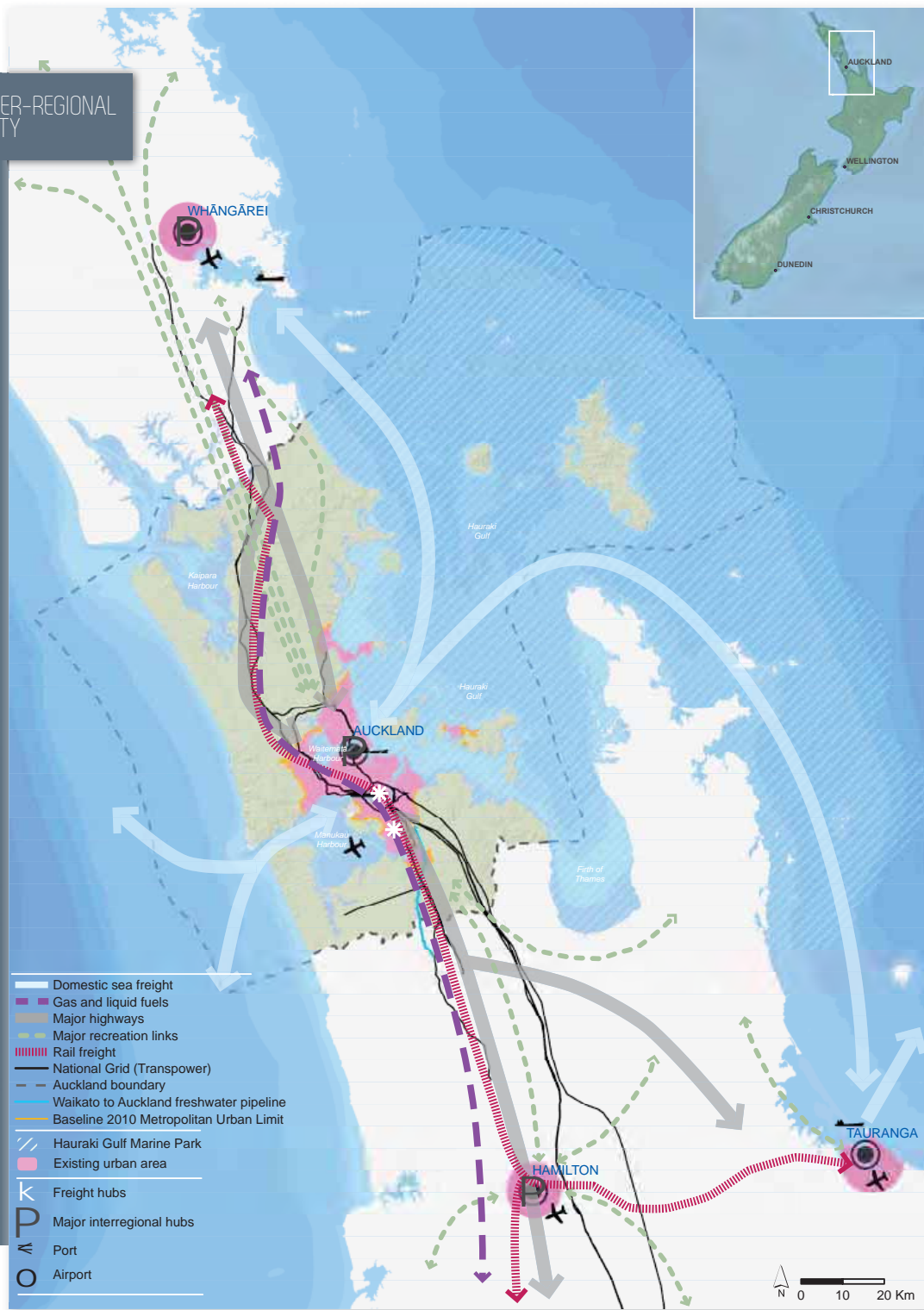
TABLE B.1 EMPLOYMENT GROWTH IN AUCKLAND BY SECTOR (2007-2041)³

Sector	Base Employment Demand 2007	Projected Employment Demand 2011	Projected Employment Demand 2041	Employment Growth 2007-2041	Employment Growth (%) 2007-2041
Office	161,700	183,600	290,700	129,000	80%
Retail	143,100	150,900	180,600	37,500	26%
Industrial	220,400	236,300	309,100	88,700	40%
Education and Health	103,300	108,900	175,400	72,100	70%
Total Employment	628,500	679,700	955,800	327,300	52%

** The totals do not add to 100 per cent as respondents can belong to more than one ethnic group. The 2006 census figure for European and other includes the Middle Eastern, Latin American and African category (one and a half per cent of Auckland's population).



MAP B.1 INTER-REGIONAL CONNECTIVITY



SECTION
C

**THE JOURNEY
TO 2040**
TE PŪMAUTANGA 2040

AUCKLAND'S VISION

THE WORLD'S MOST LIVEABLE CITY

OUTCOMES: WHAT THE VISION MEANS IN 2040

A fair, safe and healthy Auckland	A green Auckland	An Auckland of prosperity and opportunity	A well connected and accessible Auckland	A beautiful Auckland that is loved by its people	A culturally rich and creative Auckland	A Māori identity that is Auckland's point of difference in the world
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TRANSFORMATIONAL SHIFTS: TO ACHIEVE THE VISION

Dramatically accelerate the prospects of Auckland's children and young people	Strongly commit to environmental action and green growth	Move to outstanding public transport within one network	Radically improve the quality of urban living	Substantially raise living standards for all Aucklanders and focus on those most in need	Significantly lift Māori social and economic well-being
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PRINCIPLES: WE WILL WORK BY	AUCKLAND'S DEVELOPMENT STRATEGY		PAGE	36
WORK TOGETHER	AUCKLAND'S STRATEGIC DIRECTIONS	Create a strong, inclusive and equitable society that ensures opportunity for all Aucklanders	PAGE	68
		Enable Māori aspirations through recognition of the Te Tiriti o Waitangi / The Treaty of Waitangi and Customary Rights	PAGE	102
VALUE TE AO MĀORI		Integrate Arts and Culture into our everyday lives	PAGE	114
		Protect and conserve Auckland's Historic Heritage for the benefit and enjoyment of present and future generations	PAGE	124
BE SUSTAINABLE		Promote individual and community wellbeing through participation and excellence in recreation and sport	PAGE	138
		Develop an economy that delivers opportunity and prosperity for all Aucklanders and New Zealand	PAGE	150
ACT FAIRLY		Acknowledge that nature and people are inseparable	PAGE	174
		Contribute to tackling climate change and increasing energy resilience	PAGE	202
MAKE THE BEST USE OF EVERY DOLLAR SPENT		Keep rural Auckland productive, protected and environmentally sound	PAGE	220
		Create a stunning city centre, with well-connected quality towns, villages and neighbourhoods	PAGE	240
BE AFFORDABLE		House all Aucklanders in secure, healthy homes they can afford	PAGE	268
		Plan, deliver and maintain quality infrastructure to make Auckland liveable and resilient	PAGE	290
CHECK PROGRESS AND ADAPT TO IMPROVE		Create better connections and accessibility within Auckland, across New Zealand and to the world	PAGE	312
		Auckland Stakeholders and Aucklanders work together to deliver the Plan	PAGE	340
	Regularly review progress against targets and adapt actions to deliver the Plan	PAGE	355	

C.1 Auckland's Strategic Framework

59_ This section describes what we need to do to prepare for the challenges that lie ahead, and to take advantage of Auckland's opportunities.

60_ Auckland's vision is to be the world's most liveable city. The framework on the previous page sets out how this vision will be achieved.

- ▶ the seven aspirational outcomes describe what Auckland will be like in 2040 and define the vision
- ▶ the six transformational shifts describe the level of change required to achieve those outcomes
- ▶ the six principles will guide everything we do and ensure that we make decisions that are balanced, transparent, sustainable and consistent
- ▶ the 13 strategic directions are the specific areas of focus that will drive the development strategy (see Section D), and the outcomes that define the vision.

C.2 Outcomes: what the vision means in 2040

61_ The following aspirational outcome statements describe living in metropolitan and rural Auckland in 2040, based on the direction set out in this Plan. Achieving these outcomes will require commitment, investment and collaboration from all Aucklanders.

A fair, safe and healthy Auckland

62_ Auckland is a strong and equitable society. Social and economic disadvantage has been significantly reduced, particularly for children and young people. Strong whānau and family units sustain our resilient communities. Participation in civic activities, recreation, and sport is widespread and supported by an excellent range of public services, parks and sporting amenities. Our housing is of high quality and the incidence of health problems arising from damp, cold, overcrowded and inadequately insulated living conditions has reduced significantly. Auckland is well prepared for the risk posed by natural hazards and the effects of climate change.

A green Auckland

63_ Our waterways and coastlines are clean and full of life. Our air is healthy and we have sustainable rates of water consumption, greenhouse gas emissions, and waste production. Many Aucklanders prefer to use public transport, and our energy supply is resilient and sustainably sourced. Biodiversity is abundant on private land, in our network of parks, and in protected areas of native bush and wetlands. We have developed new industries in leading-edge, green technology.

An Auckland of prosperity and opportunity

64_ Auckland is renowned for technological innovation and the ability to commercialise research ideas. It is home to many flourishing small- and medium-sized enterprises, and a well-educated, highly skilled workforce. While the City Centre's role as Auckland's economic and cultural heart is stronger than ever, high-quality employment opportunities are found across Auckland. Connections between our businesses and the rest of the world are strong: they are enhanced by the relationships and skills of new migrants. There are opportunities for all Aucklanders to participate in our vibrant, strong-performing economy.

A well-connected and accessible Auckland

65_ Auckland's infrastructure is well planned and up-to-date, and meets the needs of its communities and the economy effectively. Businesses move freight around the region efficiently, using an integrated roading and rail transport system. Our sea and air ports play a crucial role in New Zealand's export economy, and our telecommunications network is one of the most advanced in the world.





A beautiful Auckland that is loved by its people

66_ Auckland is one of the most beautiful cities in the world. It has vibrant urban areas that are full of character, stunning coastal areas that abound in recreational opportunities, and highly productive rural areas that make a significant contribution to our exports, and offer great lifestyle options. Auckland communities take pride in their surroundings and work together to create places they value. They take pleasure in sharing the city with visitors.

A culturally rich and creative Auckland

67_ Arts and culture flourish in Auckland. Our institutions are known worldwide for their excellence, and are major tourist attractions. Local arts and cultural events on offer in Auckland, enjoy high levels of participation and attendance, and help strengthen our communities. Aucklanders' creativity and innovation is evident in our arts and the export earnings of our creative industries. Quality sporting parks and facilities support high levels of year-round participation, from elementary to elite level.

A Māori identity that is Auckland's point of difference in the world

68_ Māori culture and identity is celebrated by all Aucklanders and is our point of difference in the world. Te Tiriti o Waitangi/Treaty of Waitangi is appropriately recognised and given effect with Māori in Tāmaki Makaurau exercising their rangatiratanga/self-determination. The mana of Tāmaki Makaurau iwi and hapū is enabled and recognised in their customary kaitiaki role. Māori values are integrated into planning, decision-making, and operations. Māori are empowered, and enjoy a high, safe standard of living, across the social, economic and cultural spectra.

C.3 Transformational shifts to achieve the vision

69_ Our vision will not be achieved by incremental change. Transformational change is needed, and this requires a commitment to a better future from all Aucklanders. The six transformational shifts we need to make are:

1. Dramatically accelerate the prospects of Auckland's children and young people

70_ Auckland performs relatively poorly when compared to other OECD cities on indicators relating to youth unemployment, teenage pregnancy, child abuse, suicide, youth offending, cannabis use and hazardous drinking. A focus on our children and young people is fundamental to making Auckland the world's most liveable city. Education and learning, healthy and affordable housing, and improved opportunities to participate in sport, art, recreational and cultural activities are all key to transforming the prospects and general well-being of our children and young people.

2. Strongly commit to environmental action and green growth

71_ Our stunning natural environment and our ability to access it relatively easily, is one of the reasons Auckland ranks so highly on international quality of life surveys. But the health of that environment, and its biodiversity, is deteriorating. Air pollution, soil degradation, the poor state of many of our waterways, and declining fish stocks are some of the pressing environmental problems we face. A fundamentally different approach to the way Auckland will grow and develop is required. We will protect and restore our environment, and respect its values. This Plan sets an aspirational target to make a 40% reduction in greenhouse gas emissions (relative to 1990 levels) by 2040. Joining the global shift towards green growth is essential to achieving our environmental and economic goals.

3. Move to outstanding public transport within one network

72_ The congestion on Auckland's transport network will increase as the population grows. Unchecked, this will have a negative impact on our economic performance and our quality of life. Addressing this congestion requires a transformational shift towards far greater use of public transport and a stronger focus on planning, developing, and operating the entire transport network as an integrated system.



4. Radically improve the quality of urban living

73_ Although there have been improvements in recent years, much of our built environment does not match the stunning beauty of our natural environment. Despite many beautiful parks and some high-quality urban areas, too many of our public buildings, public spaces, streetscapes, commercial and residential areas are not as attractive or as well designed as they should be. Consequently, they detract from the everyday experiences of Aucklanders. Reversing this and ensuring that our built environment, including our historic heritage buildings, becomes as renowned as our natural environment, will require sustained, radical improvement in the way we plan, design and build urban Auckland.

5. Substantially raise living standards for all Aucklanders and focus on those most in need

74_ Ongoing improvement to living standards in Auckland is inhibited by New Zealand's relatively poor economic performance compared to other OECD nations. Improving our economic performance will greatly enhance our ability to address the growing socio-economic inequalities in Auckland. A substantial improvement in educational attainment and an increased focus on exports, rather than domestic consumption, are critical: these will lead to a transformational uplift in incomes for all Aucklanders.

6. Significantly lift Māori social and economic well-being

75_ The treaty settlement process is a key means of improving the economic and social well-being of all Māori. Outcomes for Māori in areas such as health, education and income levels often do not compare well to those for the population as a whole. Auckland will enable all its citizens to reach their potential, and there will be focused effort in areas of high need. Public and private sector partnerships will enhance the capacity of Māori to drive economic growth, and improve the living standards and social well-being of Māori and all Aucklanders.

C.4 Principles we will work by to achieve the outcomes

76_ Aucklanders support the following set of principles to guide decision-making regarding the future of Auckland. Applying these principles will ensure the decision-making processes and actions contribute to a successful Auckland.

Work together

77_ Work collaboratively on the priorities identified in the Auckland Plan. Recognise the interdependence of projects, programmes and initiatives.

Value te Ao Māori

78_ Acknowledge the special place of mana whenua and enable their participation in decision-making. Build lasting, reciprocal relationships with Auckland's Māori.

Be sustainable

79_ Ensure that our short-term decisions enhance our long-term prospects, and build our resilience to changing local and global conditions that may impact on the economic, environmental, social and cultural well-being of Auckland.

Act fairly

80_ Consider the needs of all groups in the community, to ensure that all Aucklanders can participate equally.

Make the best use of every dollar spent

81_ Act prudently and commit to projects and initiatives that achieve the best value result without compromising quality or affordability; or stifling creativity and innovation. Focus on achieving long-term benefits and intergenerational equity.

Be affordable

82_ Make Auckland both a quality and affordable place, including affordable housing, transport and other costs of living, and doing business, so that people have the choice to live, work and invest here.

Check progress and adapt to improve

83_ Monitor and evaluate every initiative to ensure we move in the right direction. Adapt to continually improve the way we are working to achieve Auckland's vision.

84_ Taken together, these principles represent an eco-city approach (see **Figure C.1**) and demonstrate Auckland's strong commitment to resource conservation, waste minimisation and the preservation of biodiversity and the natural environment. The eco-city approach is central to Auckland's aspirations to enhance its liveability and generate new and sustainable economic opportunities. It is also consistent with traditional mātauranga Māori and tikanga understanding around sustainable living, and while it has a strong focus on the natural environment, it is closely linked with the idea of a greener urban and rural economy. In this sense 'environment' is broadly defined to include climate change, energy, and other natural resource use, as well as the rehabilitation and protection of the natural environment.

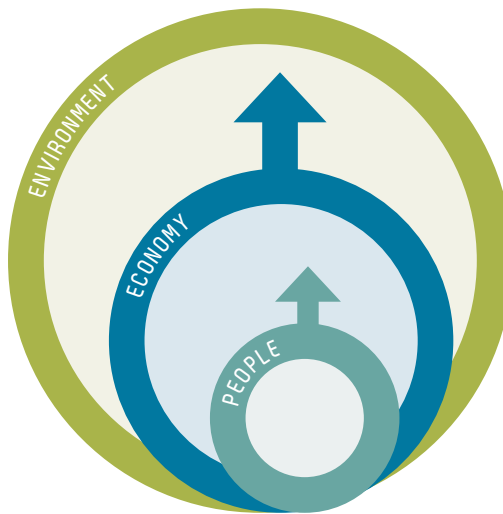
C.5 Strategic directions

85_ The 13 strategic directions of this Plan will help Auckland achieve its vision for 2040, the outcomes we want to achieve, and make the transformational shifts needed. Together they describe how Auckland will grow and change in terms of its social, cultural, economic, environmental and physical dimensions.

The strategic directions are defined in more detail in the chapters that follow. Each chapter includes:

- ▶ priority focus areas
- ▶ specific directives for each priority area
- ▶ a group of actions (set out in the Implementation Addendum)
- ▶ measurable targets that will enable us to monitor progress.

FIGURE C.1
ECO CITY



SECTION

D

AUCKLAND'S HIGH-LEVEL DEVELOPMENT STRATEGY

TE RAUTAKI WHAKAPIKI TAUMATA MAHI MŌ TĀMAKI MAKĀURAU

Introduction

86_ People are at the heart of the Auckland Plan. The Plan's Development Strategy sets out how Auckland will change and grow over the next 30 years to become the world's most liveable city – a city that Aucklanders love and are proud of; a place they want to stay or return to; and a place that others want to visit, move to or invest in.

87_ Auckland's future lies in being an international city amongst other international cities, while maintaining the special qualities that make it a unique environment and an inclusive community. This includes an Auckland that:

- ▶ respects the special place of tangata whenua
- ▶ acknowledges and celebrates its role as a major Pacific city
- ▶ embraces its increasing diversity of cultures and lifestyles
- ▶ protects its outstanding rural, natural and marine environment, that is close to its urban heart.

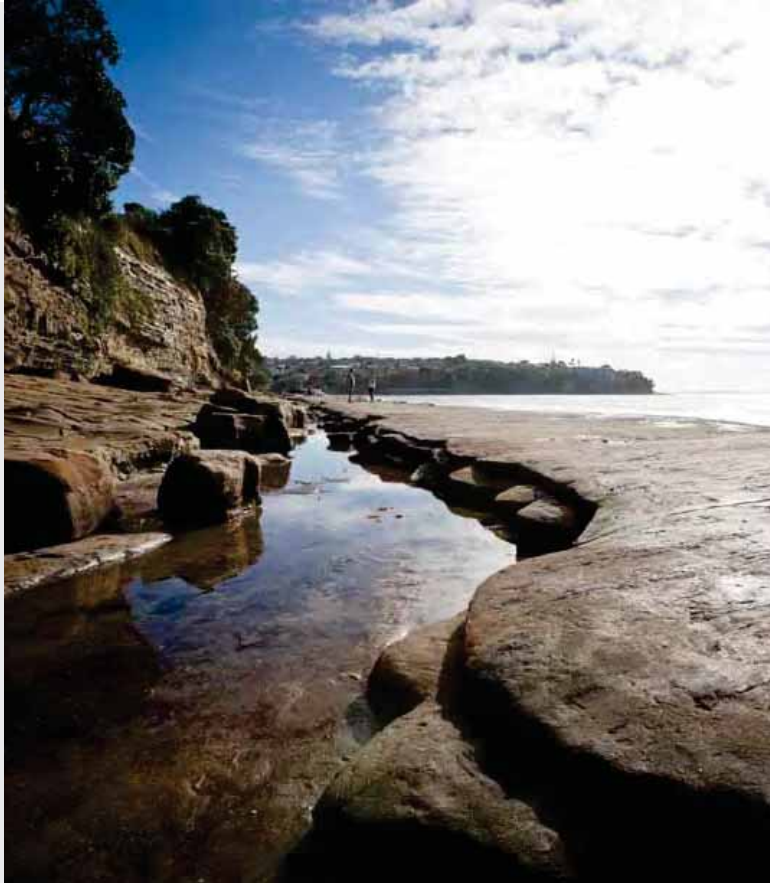
88_ Auckland's physical, social, economic and cultural dimensions have all influenced the Development Strategy.

First, the Development Strategy recognises that strengthening Auckland as an international city relies on improved, balanced

socio-economic development across Auckland, so that all residents share in its prosperity. It aims to improve economic performance by prioritising innovation and the clustering of activities. It acknowledges that a competitive Auckland requires a world-class city centre. At the same time, it sets out initiatives in areas of high social need, notably in the area covered by The Southern Initiative.

Second, the Development Strategy promotes a better quality of life for all Aucklanders, by encouraging access to more housing and jobs, as well as opportunities for recreation, cultural, and leisure activities. There is an emphasis on the importance of building strong, inclusive communities around local neighbourhoods and centres.

Third, the Development Strategy ensures that our natural, marine and built environments are responsibly managed,



so that our children and their children will be able to enjoy them in the future. It also acknowledges that Auckland's environment is a defining feature which contributes enormously to our well-being and to our comparative advantage over other international cities.

Fourth, to achieve sustainable development, Auckland's continued high population growth needs to be matched to a range of accessible, quality housing and employment choices. The emphasis is on growth in existing and compact urban areas which are served by efficient, safe public transport. Growth in rural areas will be supported by two satellite towns – Warkworth and Pukekohe. The Development Strategy provides the direction for where and how we will live, recognising that achieving a more compact Auckland will require generational change over 30 years.

89_ Further, by adopting a 'place-based' approach, the Development Strategy focuses on delivering quality outcomes by aligning investment in areas of change where the majority of growth will occur.

90_ Finally, the Development Strategy acknowledges our interdependence, particularly with the upper North Island, and with other cities and regions in New Zealand and the Asia Pacific. It relies on all of us who influence Auckland's future, including central government, Auckland Council, iwi, the private sector, non-governmental organisations and communities, working together to achieve quality development and a sustainable future, and overcome social disadvantage.

91_ The Development Strategy has four key elements:

D1

KEY SHAPERS AND ENABLERS – including historical, physical, social, economic and environmental influences, their impact and Auckland's response to future opportunities.

D2

THE TWO BIG INITIATIVES – that will deliver the greatest positive outcomes for Aucklanders and New Zealand.

D3

MOVING TO A QUALITY, COMPACT AUCKLAND – to accommodate high population and economic growth.

D4

WORKING AND DELIVERING WITH OTHERS – a collaborative, coordinated approach to achieve Auckland's vision.

THE AUCKLAND DIAGRAM: KEY ELEMENTS OF AUCKLAND'S DEVELOPMENT STRATEGY



D1

KEY SHAPERS AND ENABLERS

Socio-economic environment

92_ There are distinct patterns of socio-economic need and opportunity across Auckland: income, employment and educational achievement are becoming increasingly disparate in certain areas.

93_ Increasing inequalities across our community affect us all. For Auckland to grow its economy and lift its GDP, it needs to harness all its human potential. This includes lifting educational achievement, and creating employment across all sectors, for all Aucklanders. A liveable city is one where prosperity is widely spread and satisfactory lifestyles are achievable for everyone.

94_ The Development Strategy identifies two big initiatives where need and opportunity coincide. Sustained, focused and coordinated multi-sector effort and actions in Auckland's City Centre and in an area known as The Southern Initiative, will make the greatest difference to Auckland and to New Zealand's future well-being.

95_ Auckland's and New Zealand's stable democracy makes it a desirable place for both local and national investors. This stability, and the certainty of this 30-year Plan, ensure Auckland is attractive and ready for diverse investments.

Integration between land use and infrastructure

96_ Critical infrastructure is that which is necessary for the day-to-day functioning of Auckland (e.g. water, transport, energy), or which provides essential services for the ongoing well-being of society (e.g. schools). Because communities depend on critical infrastructure, its timing, location and future upgrading influence where and when new communities can be established, and whether existing communities can grow.

97_ How we use our land and the infrastructure we choose to build determine the kind of place Auckland becomes. These decisions have long-term and far-reaching consequences for Auckland's quality of life, its economy and its environment. We will make best use of existing infrastructure and optimise this with new infrastructure investment.

98_ Of all infrastructure, transport (roads, rail, ferries, ports, airports) has the strongest influence on the location, patterns and quality of place.

99_ Historically, settlement patterns in Auckland have been concentrated around major transport routes: ports, portages, tram and rail lines, and roading networks. Growth has also spread from concentrated markets around transport nodes. The Plan ensures that the transport network is integrated and managed as one system across Auckland, with strong inter-regional connections. Additionally, the Plan recognises that the transport system impacts on all development: inter-regionally, Auckland-wide, and at a local level. To create better places for people to live, principles are included in the Plan so that the design of roads respects their influence on the character of a place (see Chapter 13: Auckland's Transport).

100_ There has been a careful analysis of infrastructure issues: the existing capacity, and the need for future investments to be timed to fit with significant changes in land use and community needs. The Auckland Council has the opportunity to co-ordinate infrastructure and land use across Auckland, and overcome historic deficits. The City Rail Link is the most important new transport investment; it will achieve the step change needed for the transformation of Auckland, by driving a major shift towards greater use of Auckland's public transport, and an increase in the density of residential and business development in the city centre and along the western and southern rail lines.



Our green and blue environment

101_ Auckland is blessed with a green public open space network anchored in the west by the Waitākere Ranges and in the south by the Hunua Ranges, shared with neighbouring Waikato. This green network, along with the volcanic landscape and our extensive rural environment, shapes Auckland's sense of open space and is integral to its character, identity and lifestyle.

102_ Our network of parks and rural areas, together with Auckland's extensive marine and coastal environment, are defining factors which give us the reputation of being a green city and a 'city of sails'. This Plan contains directives to ensure that our green and blue, rural, coastal, marine and natural environments can co-exist in a balanced way with the working activities that rely on them and help sustain us (see Chapter 7: Auckland's Environment, and Chapter 9: Rural Auckland).

103_ The Development Strategy enables more opportunities for people to live near the coast and other attractive green and blue edges, within existing neighbourhoods, in ways that respect local character and limit the adverse impacts on natural values. It ensures Aucklanders will have easy access to natural and rural areas.

104_ Our extensive, special marine environments make Auckland unique as a world city. The Auckland Plan integrates planning for marine and land environments, and provides guidelines to ensure these areas remain healthy and attractive.

Our downtown sea port and our international airport

105_ The downtown Port of Auckland and Auckland International Airport contribute significantly to economic growth and opportunities in Auckland and New Zealand. They also influence the nature of land-use activities that co-locate near them. Auckland's downtown port is New Zealand's largest port based on its combined exports and imports. Auckland Airport is New Zealand's second largest port for exports and imports (combined) by value. It is also New Zealand's primary visitor gateway: increased passenger numbers, and new international airlines now come to New Zealand via Auckland. Both ports account for 46% of New Zealand's exports/imports by value.

106_ The Auckland Plan acknowledges and supports the role that the International Airport and port make in connecting us to other parts of New Zealand and to the world, and their contribution to Auckland's and New Zealand's prosperity. Directives are included in Chapters 6 (Auckland's Economy) and 13 (Auckland's Transport) to protect the Auckland Airport's operations, including the associated businesses attracted to the airport location. There are similar policies for a review of the long-term nature and function of the downtown port (see Chapter 13: Auckland's Transport).



D2

THE TWO BIG PLACE-BASED INITIATIVES

107_ The Auckland Plan has two big initiatives where focused attention will contribute to the economy and to Auckland's and New Zealand's well-being.

- ▶ The City Centre is a key visitor destination and New Zealand's commercial, financial, educational and cultural centre. It will gain in popularity as a residential area. The City Centre needs to play a greater role in Auckland's international competitiveness and future success. To achieve this, a City Centre Masterplan was developed in parallel with the Auckland Plan. This Masterplan provides a 20-year transformational direction for the future of the City Centre. For further detail see Chapter 10: Urban Auckland.
- ▶ The Southern Initiative is an area of Auckland with high social need, yet significant economic opportunity. Unleashing the human and economic potential of this area will be a powerful force to improve Auckland's and New Zealand's well-being. The purpose of the Southern Initiative is to plan and deliver a long-term programme of coordinated investment and actions to bring about transformational social, economic and physical change. The initiative is an opportunity to improve the quality of life of local residents dramatically, reduce regional disparities, and grow businesses and jobs which will benefit all of Auckland and New Zealand. The Southern Initiative is being championed by the Mayor, working at the highest levels with central government. It involves local boards, business, and communities. Learnings and innovation will be shared across other areas of Auckland. (See Chapter 1: Auckland's People).

D3

MOVING TO A QUALITY, COMPACT AUCKLAND

108_ Aucklanders have said they want Auckland to build on its strengths and ensure growth and change is well planned and of a high quality*. They seek a quality compact model of growth that prevents excessive expansion into our rural hinterland. Some of the reasons for pursuing a quality compact urban form are set out in **Box D.1**. Aucklanders want to make best use of the land that has already been developed or targeted for development, supplemented with well-managed expansion into appropriate greenfields areas. Overwhelmingly, Aucklanders favour good design – ensuring that future development is done well, that it is sensitive to local character and community identity, and that it ensures the resultant urban areas are places where people and communities can live and interact successfully.

109_ A more compact form of growth means greater intensification in both existing and new urban areas. Intensification spans a spectrum – it is not one homogeneous level of density – and parts of Auckland are already fairly compact. However, further intensification across much of urban Auckland will occur in a way that sustains our quality of life, while providing for the expected population increase.

* High level summary of written submissions on the Draft Auckland Plan (3rd February 2012)

BOX D.1 BENEFITS OF A QUALITY COMPACT FORM^{1,5}**A quality compact form will benefit Auckland because:****► Denser cities have greater productivity and economic growth**

A compact urban form is much more likely to foster improvements in productivity and creativity. Clustering of people and economic activity can improve overall productivity by better enabling the exchange of ideas, the building of relationships/networks and better connectivity.

► It makes better use of existing infrastructure

A quality compact form enables greater network efficiency through the cost-effective provision and servicing of physical infrastructure (transport, communications, water supply, wastewater, stormwater, energy) and social infrastructure (schools, community facilities). Better use of existing infrastructure costs less, and these cost savings are passed on to ratepayers, taxpayers and home buyers.

► Improved public transport is more viable

An effective, efficient city relies on high levels of accessibility, where people can get around easily, and goods and services are moved quickly. A quality compact form supports residential areas that are well serviced by a mix of roads and public transport to move residents across the region to places of employment and recreation. Public transport is important as it gets people to their destination, and frees up capacity on Auckland's roads for freight movement.

► Rural character and productivity can be maintained

An important benefit of a quality compact city is enhanced urban amenity, complemented by rural and coastal lifestyle opportunities. Lifestyles affect the international perception of Auckland as a good place to live and work. Encouraging growth within the existing urban footprint protects Auckland's rural hinterland and its productive potential: it enables ready access to coastal, marine and other recreation areas.

► Negative environmental effects can be reduced

A quality compact form allows better protection of valued environmental qualities. Expansion into the rural environment is carefully managed to ensure areas of high biodiversity can be protected. At the same time, the potential adverse effects from urban activities (pollutants and greenhouse gases, stormwater flows into the marine environment, emissions to air) are minimised.

► It creates greater social and cultural vitality

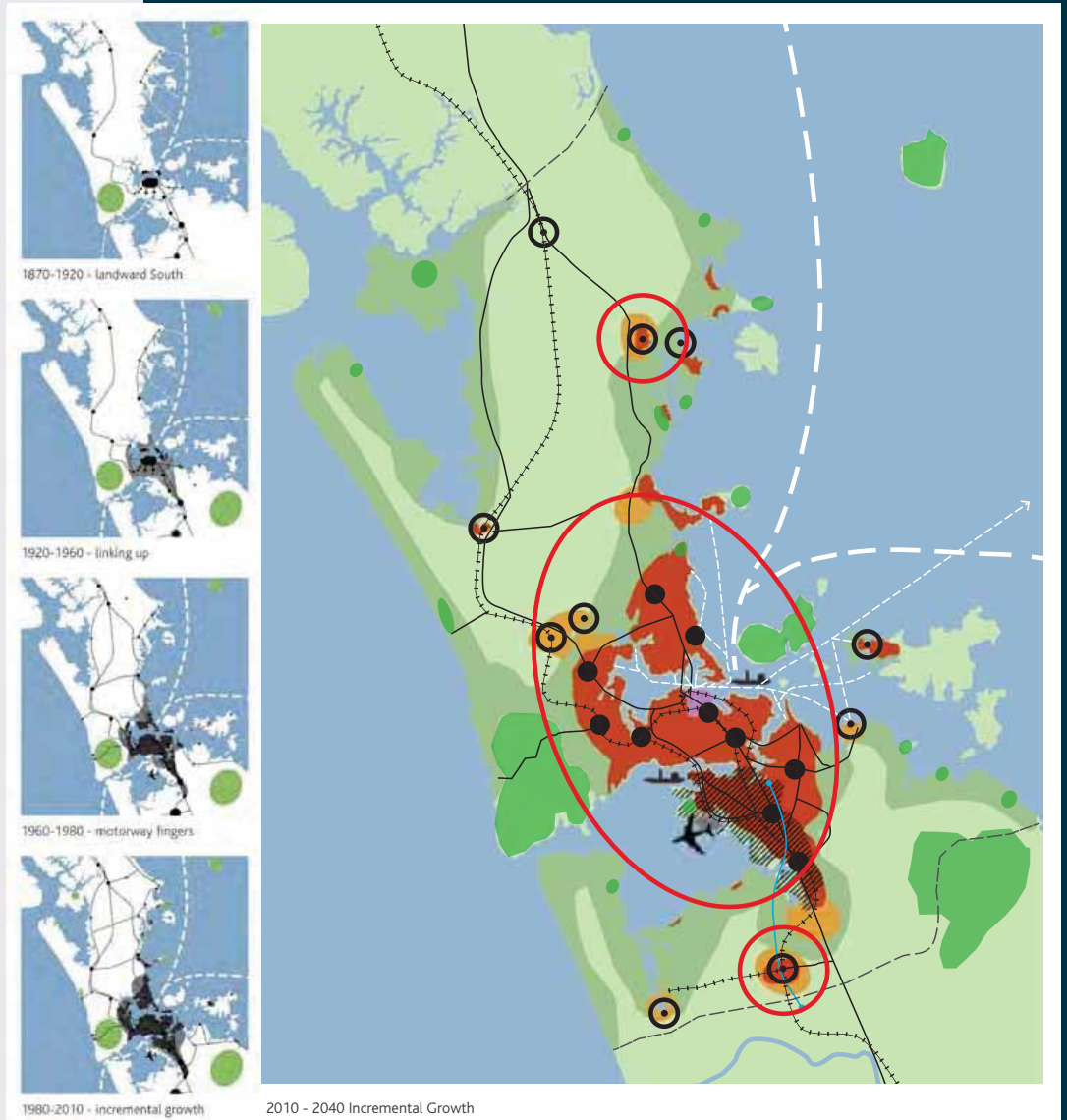
Developing more compact urban neighbourhoods supported by quality networked infrastructure offers opportunities to create healthy, stimulating, and beautiful urban environments. These in turn enhance social cohesion and interaction by attracting people across all demographic groups to a mix of cafés, restaurants, shops, services and well-designed public spaces. Such places provide a range of activities to meet the full spectrum of people's everyday needs – for work, for play, for shopping and for education.

Auckland's shape – past, present and future

110. Auckland has grown into a city-region of 1.5 million people, of whom 1.4 million live in the urban core. The core area is surrounded by extensive rural areas, large green spaces, and numerous rural towns and villages. These rural areas cover approximately 80% of Auckland's land mass, yet over 90% of residents live in the urban core. By 2040, there will have been substantial population growth within the existing urban footprint, and some growth beyond it. Warkworth in the north and Pukekohe in the south will have developed into large satellite towns with populations of between 20,000 and 50,000. Other rural and coastal towns will have grown also, but not to the same extent.

The shape of future Auckland reflects both its north-south orientation and the need for our large rural areas to have northern and southern focal points for jobs and services. The core urban area will continue to be the main focus for growth. **Figure D.1** shows how Auckland has grown over time, and how it is expected to change in the next 30 years.

FIGURE D.1
AUCKLAND'S SHAPE



111. Several key principles underly our quality compact approach. These principles will ensure future growth maintains, and does not erode, Auckland's essential qualities. They are:

- ▶ quality first – creating attractive neighbourhoods that people choose to live in
- ▶ generational change and a transition to a quality compact form
- ▶ providing for most growth - jobs and homes - inside the existing urban areas
- ▶ a rural-urban boundary and staged release of greenfields land, with timely delivery of infrastructure
- ▶ decade-by-decade housing supply that keeps up with population growth.

Quality first

112. Auckland insists that everything we do is of high quality, and particularly the way we manage or respond to change in our built environment. Successful destinations have the 'X factor' – the intangible qualities or characteristics that make a place or city memorable, and result in more people going there more often, staying longer, and choosing to work or live there. Without such quality attributes, Auckland would struggle to

attract talented, skilled people, achieve its wider economic and social objectives, and fulfil its key role in New Zealand and the southwest Pacific.

113. Quality is important at all scales of development. For this strategy quality is broadly defined as the quality of urban structure, building and housing design, the design of public places and amenities, and the qualities of a city/region that make it an attractive and desirable place. It also means a fair distribution of standards of living.

114. On a broad scale, good urban structure aids connectivity, makes efficient use of land, and ensures important values are maintained. Within this structure is a hierarchy of centres (metropolitan centres, town centres, local centres), linked to the city centre and the interlinking networks of road and rail transport routes. These provide the basis for a quality compact Auckland; a framework for the development of neighbourhoods and business areas; and the design of local environments, buildings and places.

115. Within the existing and future urban framework the development strategy gives priority to growth that is within reasonable walking distance of centres, community facilities, mixed-use employment locations, open space, and high-frequency public transport.



116_ All new development will need to adhere to universal principles of good design and promote identity, diversity, integration and efficiency, whether at the scale of a site, a street/block, a neighbourhood, or the city. Better place-making, rather than development control, will become the focus of the planning process. Good design and place-making will create our future heritage. At the same time, existing historic character areas will continue to be protected. Areas with other important character values will grow and change in ways that maintain and reinforce their existing values. High-quality design will deliver:

- ▶ a better built environment, including our homes: detached housing, terraces and townhouses, low-, medium- and high-rise apartments that are durable and affordable
- ▶ quality urban public spaces easily accessible from places where people live and work, and within easy reach of amenities
- ▶ the tangible and intangible attributes of the city and its neighbourhoods that encourage people and businesses to choose to go there, either to visit or to stay permanently. These include the quality of our institutions (such as the health, education and tertiary sectors), cultural opportunities (such as art galleries, museums and theatres), and personal safety and security
- ▶ new developments that are sympathetic to the local environment.

117_ At a practical level, this means that locations for residential intensification will emphasise the character of the street for people over movement of vehicles. Similarly, where key locations or routes are identified for freight, logistics and industry, these will not be compromised by residential intensification. At the same time, Auckland demands good design and expects industrial and business areas will be pleasant places for workers. All significant developments, including publicly funded developments, will be assessed against the design principles contained in Chapter 10: Urban Auckland.

118_ Change will affect all areas. However, the degree of change will vary greatly – some areas will change only slightly, while other areas will change markedly. The Development Strategy maps illustrate the intended future pattern of change, and the future form of urban Auckland in 2040. Chapter 10: Urban Auckland, includes the priorities and directives to achieve quality in the urban environment. It also contains examples of the range of urban environments and housing types that are appropriate for Auckland.

119_ Achieving quality requires a commitment from all sectors to do things differently, and better. Good design and a willingness to innovate will ensure we achieve both quality and affordability, and address the current housing shortfall.

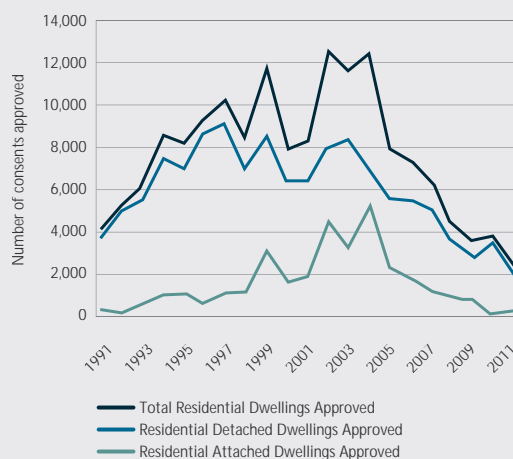
Generational change and a transition to a quality compact Auckland

120_ Auckland will experience significant change over the next 30 years. This is generational change, because it will take a generation to get to where we would like to be.

Where we have come from

Auckland's rate of new housing supply was at a 30-year low in 2011, reflecting the effects of a major global economic downturn. During the peak in the economic cycle, demand and supply for attached housing reached almost 50% of total supply. However, in the low period, the level of attached housing as a proportion of total housing was almost nil – see Figure D.2. We can therefore expect that demand for attached housing will return as the economy improves, but factors that contribute to this volatility will need to be addressed.

FIGURE D.2 AUCKLAND REGION, RESIDENTIAL BUILDING CONSENTS, BY TYPE, 1991–2011



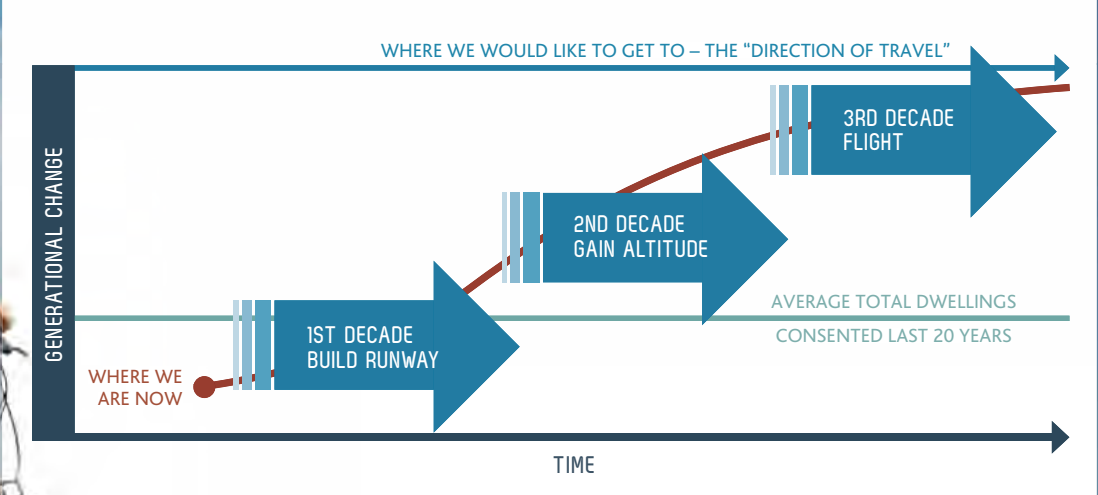




121. Figure D.3 shows the growth in housing supply over the next three decades. It recognises that it will take time to increase the number of dwellings we construct and the degree of intensification we will achieve following the Global Financial Crisis. The approach for the next three decades is therefore based on:

- ▶ broad agreement on the direction of travel to a quality compact Auckland
- ▶ change over a generation to lift the levels of construction of new dwellings of the right type, the right numbers and in the right locations, that will deliver a quality compact Auckland.

FIGURE D.3 GENERATIONAL CHANGE (GROWTH IN DWELLING SUPPLY)



122_ The trajectory of growth in housing supply envisages a different focus decade by decade:

1. The first decade is about 'building the runway': focusing on developing a track record for quality buildings, places and processes, building capability across the development sector, and greater confidence across all sectors involved in Auckland's development.
2. The second decade is about 'gaining altitude': growing public awareness of quality will encourage greater demand for quality compact housing.
3. The third decade, 'flight': will maintain strong momentum towards ongoing delivery of quality housing that is affordable for most Aucklanders, where a significant proportion is attached and located in existing neighbourhoods, close to jobs and amenities.

123_ Part D4 of the Development Strategy, "Working and Delivering with Others" includes detail on the priorities and implementation tools that are intended in each decade.

Most growth inside the existing urban area

124_ Given the extent of our growth challenge, Auckland needs to enable balanced residential and business growth in existing urban areas and in new 'greenfields' areas. This means taking advantage of existing and planned greenfields areas in the short to medium term, while actively planning for intensification of both residential and business activity in appropriate areas.

125_ There is capacity for around 60,000 dwellings in the development pipeline (greenfields land), two thirds of which are within the baseline 2010 Metropolitan Urban Limit (MUL)*. This will allow early supply of land for mixed housing types and some additional employment. Additional greenfields for new homes and jobs can be planned for and made available later in the first decade, and throughout the second decade.

126_ There are two types of existing or committed business land: 930 hectares are zoned but currently vacant, and 450 hectares have been committed to the existing pipeline (greenfields). The location and configuration of this land may not be ideal in terms of industry requirements, and some flexibility is needed to provide additional capacity where it is most required (e.g. southern Auckland).

127_ At least 1,400 hectares of additional greenfields will be provided for business activities. Approximately 1,000 hectares of this will be for business activities that require large tracts of land (e.g. manufacturing, transport and storage, logistics and similar activities), as shown on **Maps D.1** and **D.2**. A further 400 hectares of land will be provided for commercial activities, such as retail, office and service activities. New business activities will continue to be distributed in a balanced way, to ensure new jobs and new homes are in reasonable proximity to each other. The total area of business land available for development within current and future capacity, including vacant lots (930 ha), brownfields for redevelopment (510 ha), planning pipeline (430 ha), and new greenfields land (1400 ha minimum), is 3,270 hectares. This provides for 109 ha / annum over 30 years (which is greater than the 96 ha / annum uptake over the last 15 years). The three-yearly review of business land supply will identify if further greenfields land needs to be allocated for business activities.

128_ It is difficult to predict the future in a time of dynamic change. The Development Strategy has a clear priority to achieve a quality compact form, but has some flexibility in the degree to which this will be achieved.

129_ We will provide for 60% to 70% of total new dwellings inside the existing core urban area as defined by the 2010 MUL. Consequently, between 30% and 40% of total new dwellings will be outside of the baseline 2010 MUL in new greenfields, satellite towns, and rural and coastal towns. By enabling quality urban intensification, we aim to achieve the 70% inside figure at the end of the 30-year life of the Plan. We will also have flexibility to provide for 40% outside the MUL.

* The baseline 2010 MUL is the urban limit that was agreed to by the former Auckland Regional Council and territorial land authorities. The Auckland Plan uses it as a baseline to monitor urban expansion.

130_ Most major world cities have strategies which allow them to grow within (through quality infill/ intensification) and grow out, in order to accommodate projected population growth. Auckland is only at the early stages of intensification.

131_ Accommodating the expected population growth projections under a quality compact scenario for Auckland will require, on a long-run average per annum basis, the delivery of twice the total dwelling supply, and four times the attached dwelling supply, compared to the last twenty years.

132_ The Unitary Plan will support this strategy. Auckland Council will implement enabling zoning across appropriate areas in the new Unitary Plan. This will maximise opportunities for (re)development to occur through the initial 10- to 15-year life of the Unitary Plan, while recognising the attributes local communities want maintained and protected. The Auckland Design Manual will sit alongside the Unitary Plan to guide quality (see Chapter 10: Urban Auckland).

A Rural Urban Boundary and staged release of greenfields land

133_ An important element in determining our future urban form is to define where the urban area stops and non-urban or rural environments start.

134_ Accordingly, the Development Strategy provides for a Rural Urban Boundary (RUB) that will define the maximum extent of urban development to 2040 in the form of a permanent rural-urban interface. The RUB will help achieve well-planned, efficient urban development, conserve the countryside, and encourage further growth and development of existing urban areas. The RUB is one of a number of tools that will be used in guiding Auckland's future development.

FIGURE D.4 STAGED RELEASE OF LAND INSIDE A 2040 RURAL URBAN BOUNDARY





135_ A RUB will be defined around all significant urban areas - the existing urban core, satellite towns, and rural and coastal towns. The Development Strategy **Maps D.1** and **D.2** show the current urban footprint and areas that are in various stages of preparation for development - the existing development 'pipeline'. It also shows 'areas for investigation' for future greenfields development for new housing and employment - future urban land. The RUB will account for the outcomes of pre-existing application processes under the Resource Management Act (1991). This means that if these lands receive consent for urban development, they will be included within the RUB. **Figure D.4** shows how land will be released inside a RUB over the term of the Plan.

137_ The investigation of these areas is a priority for plan implementation, and will be conducted in a way that considers and supports all the outcomes and strategic directives in this Plan.

138_ Following the investigation of greenfields land and the establishment of the RUB, staged and managed land release will occur in approximately ten-year steps. This will ensure that there is at all times 20 years' forward supply of development capacity, and an average of 7 years (with a minimum of 5 and maximum of 10 years) of unconstrained, 'ready to go' land supply. This means operative zoning and bulk services infrastructure are in place.

BOX D.2 INDICATIVE PROCESS FOR THE DELIVERY OF NEW GREENFIELDS LAND FOR HOUSING AND BUSINESS

1. Areas of investigation identified in the Auckland Plan
2. Investigate and plan, within identified greenfields areas for investigation, and identify a proposed RUB
3. Confirm 2040 RUB through the Unitary Plan process, with all land within the RUB being for future urban use
4. In stages, zone for the intended urban use (residential, business, mixed-use, open space etc.), service with bulk infrastructure, and release for development
5. Subdivide and build

136_ The greenfields areas of investigation have been identified to enable up to 40% of new dwellings outside the baseline 2010 MUL. These areas either have existing infrastructure, or are viable areas for the provision of new infrastructure. They are close to or can provide new employment and new homes, and are relatively unconstrained by environmental factors.

139_ Provision of the housing supply pipeline, which includes existing greenfields, the areas for investigation of new greenfields, and intensification and redevelopment in existing urban areas (brownfield development), will follow set procedures leading to the sale of new dwellings (see **Box D.2** for greenfields supply). This process will be monitored and reported on annually to track supply and demand, and ensure sufficient land for housing supply and business land supply.



Decade by decade housing supply

140_ Building consents for new homes were at a 30-year low in 2011. The property market suffered following the global economic downturn that began in 2007. While house prices remained relatively stable or declined slightly during that time, the ability of the average Auckland to afford to buy or rent an average 3-bedroom house was further diminished. At the same time, Auckland's population continued to grow, causing more overcrowding in some parts of Auckland. In essence, not enough houses are being built, and those that are built are increasingly unaffordable for people on low to middle incomes. Auckland has a housing crisis. Chapter 1: Auckland's People, and Chapter 11: Auckland's Housing contain more detail on the nature of this crisis, and this Plan's response.

141_ The Development Strategy forms a large part of this response, by enabling housing and employment that meets the needs of Aucklanders now and in the future. The Development Strategy includes ideas that are pivotal to providing housing for Aucklanders.

142_ As part of a long-term approach to planning and developing Auckland, this Plan encourages:

- ▶ Sufficient capacity for development – through detailed, ongoing monitoring of the housing and development pipeline, with planning to ensure forward capacity throughout the term of the Plan. This will require the facilitation of existing pipeline opportunities and the investigation and subsequent pipeline management of new greenfields areas. It will also require upzoning across wide areas of Auckland's existing urban area, and a more enabling, outcomes-based Unitary Plan with a strong focus on quality.

- ▶ A wide choice of quality housing in the right locations. Over time, the viability of attached and higher-density housing will improve, and provide choice for Aucklanders. Chapter 10: Urban Auckland shows examples of housing types across a wide range of densities and formats, and indicates the types of locations where we can expect them to be built. This is also explained in the following section on the Development Strategy maps. A healthy supply of high-density housing has the potential to address the challenge of housing affordability, through efficiencies in land use and infrastructure provision. The delivery of housing choices depends on many organisations, notably the private sector.
- ▶ Housing that is affordable for as many Aucklanders as possible. This Plan promotes multi-sector collaboration to find innovative ways of getting Aucklanders into good homes they can afford to rent or buy. Existing approaches for the provision of housing are no longer enough. All supply-side factors are in need of a major rethink. This Plan promotes radical change in the whole supply chain for housing, beginning with things that the Auckland Council can do as a planner, regulator, and provider of infrastructure, and as a potential partner in the development process. An important principle advanced in this Plan is that there is transparency of the full social cost of people's decisions on where to live, including infrastructure and traffic congestion costs. For example, development contributions for dwellings in a multi-unit property could be reduced to reflect their lower infrastructure costs, compared to those for a stand-alone detached house. Housing affordability is part of a larger issue of affordable living, where transport, for example, is considered along with the cost of housing.

Development Strategy maps

143_ The Development Strategy is expressed spatially in the following **Map D.1: Development Strategy Map (Auckland-wide)** and **Map D.2: Development Strategy Map (Urban core)**. They show where growth will go in a quality compact Auckland – Auckland-wide and within the urban core - over the next 30 years. In particular, they show the degree of change expected across existing urban areas. In all cases, change will build on existing values to create a wide range of housing choices within a wide range of neighbourhoods, that all have their own unique character and attributes. While growth and change is expected, there will be ongoing protection of Auckland's historic built form. Generally, areas already zoned for the protection of historic character have been mapped and identified as areas of least change. It is anticipated that Auckland Council will continue to identify and protect areas of valued historic character as required. The key on **Map D.1** describes the degrees of change that are shown on the maps.

144_ At a larger scale, the future form will comprise a network of centres (and their walkable catchments), connected by transport corridors, which will accommodate a sizeable proportion of housing and employment growth. This approach has particular value in agglomerating activities and services, and supporting an efficient transport network. These centres will feature a range of employment, retail and residential functions. The City Centre will feature as the principal centre in Auckland, attracting international businesses. There is scope for major development and improvements in the City Centre to balance the employment, retail, social, cultural, and residential functions of the area. The City Centre will be supported by a range of activities in the City Centre Fringe, which will feature centres with their own distinctive character and identities. Corridors will include more intensive land uses located along major public transport routes.

145_ Metropolitan centres, such as Takapuna and Manukau, will accommodate a large proportion of the city's future residential, retail and employment growth. Generally these areas will serve a sub-regional catchment and be supported by efficient transport networks. Town centres, such as Panmure, Manurewa, Browns Bay and Glen Eden, will serve a more immediate catchment, and provide a range of functions. Some new town

centres may be identified, particularly in the greenfields areas of investigation. A greater number of local centres will feature as important hubs for local neighbourhoods. Local centres are not shown on the maps.

146_ Major business areas are hubs for employment, and will be restricted to that purpose. The City Centre and metropolitan centres are also employment hubs.

147_ Land that is already in the greenfields development process (largely undeveloped) is shown as 'future urban areas' on the maps. In some cases, further feasibility and planning work is needed to confirm their suitability for development, and to coordinate supporting infrastructure.

148_ Rural areas are categorised into activity areas. Outcomes for each, the uses and types of growth sought, will reflect the characteristics of the environments that they cover, their future opportunities, and the issues they face. They are rural production, mixed rural production, rural coastal, country living, bush living and rural island environments.

149_ The focus of future rural population growth is on existing towns and villages. However, limited rural growth that provides significant recreation opportunities or environmental protection and restoration, in return for subdivision rights, is foreseen.

150_ Two satellite towns are highlighted for their potential to function semi-independently of the main metropolitan area, and to provide a range of services to the surrounding rural areas. These factors make them suitable locations for substantial residential and employment growth.

151_ Eight rural and coastal towns are also expected to have limited growth, particularly where they can be readily serviced with infrastructure within the 30-year planning horizon. Rural and coastal villages (serviced and un-serviced) are not a focus for growth. They will provide for village living, dormitory residential, holiday and retirement living, service and tourist development functions, on a scale that is appropriate to their local character, the sensitivity of their surroundings, and the practicality of providing isolated infrastructure.

FIGURE D.5 INDICATIVE PROFILES OF CENTRES AND NEIGHBOURHOODS

**NEIGHBOURHOOD –
LOW RISE (UP TO 4 STOREYS)**



**TOWN & LOCAL CENTRES –
LOW/MEDIUM RISE
(UP TO 8 STOREYS)**



**CITY & METROPOLITAN
CENTRES –
MEDIUM RISE
(5-8 STOREYS)
HIGH RISE
(9+ STOREYS)**



MAP D.1 DEVELOPMENT STRATEGY MAP (AUCKLAND-WIDE)

Most Change. Includes city centre and the 10 metropolitan centres. A mix of high-, medium- and low-rise apartments and terraced houses and town houses

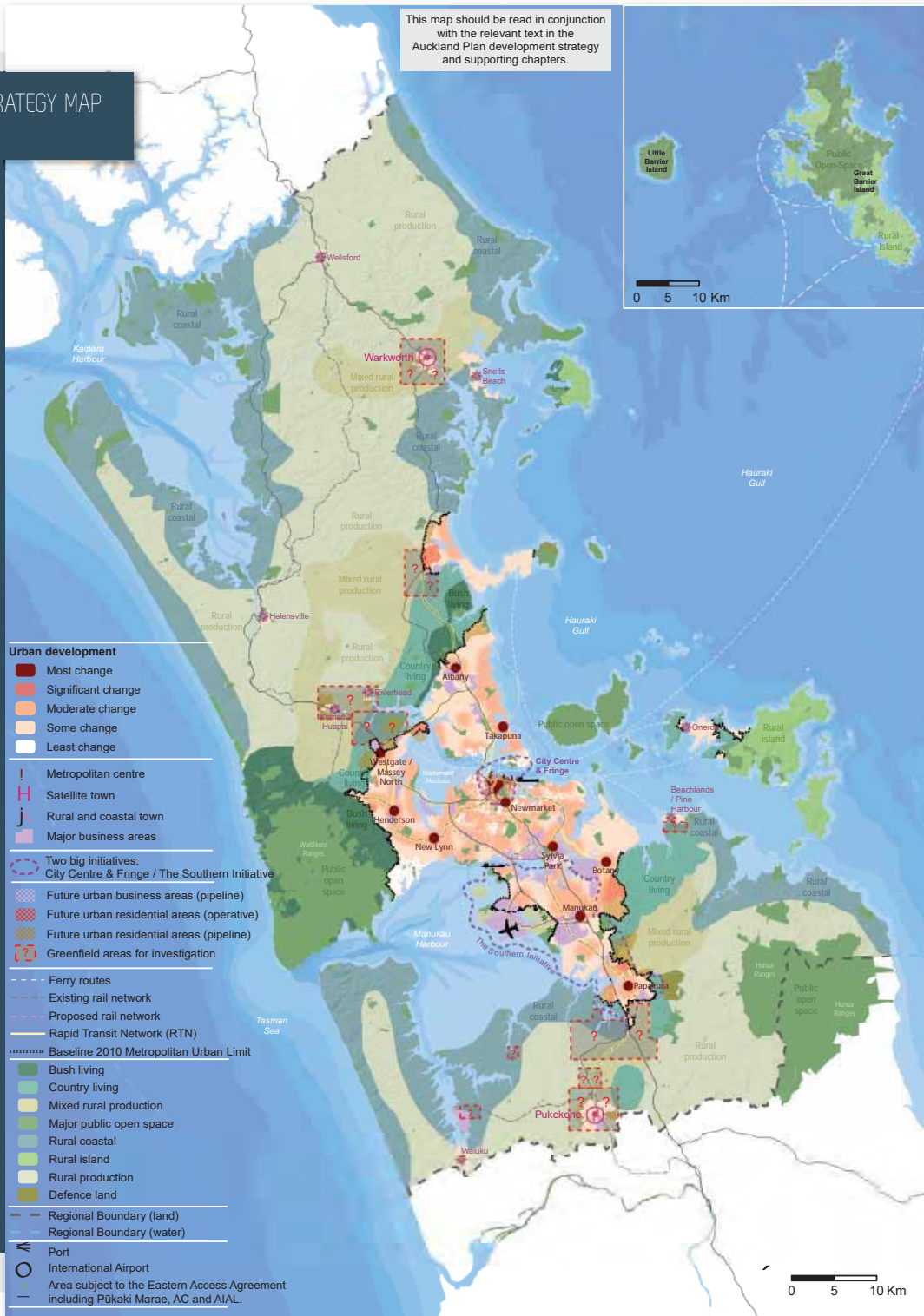
Significant change. Includes approximately 30 town centres and the city centre fringe (except those areas with existing historic character zoning). Some high-rise apartments (9+ storeys) may be appropriate in some areas, but the predominant form of new housing will be low-rise and medium-rise apartments and terraced housing and town houses

Moderate change. Areas identified for growth throughout the existing urban area. Includes most local centres and a range of neighbourhoods. New housing would be mostly attached; low-rise apartments and terraced houses up to 3 or 4 storeys. Up to a third of sites estimated to be redeveloped over 30-year period in these areas. Will include some small lot detached and semi-detached housing

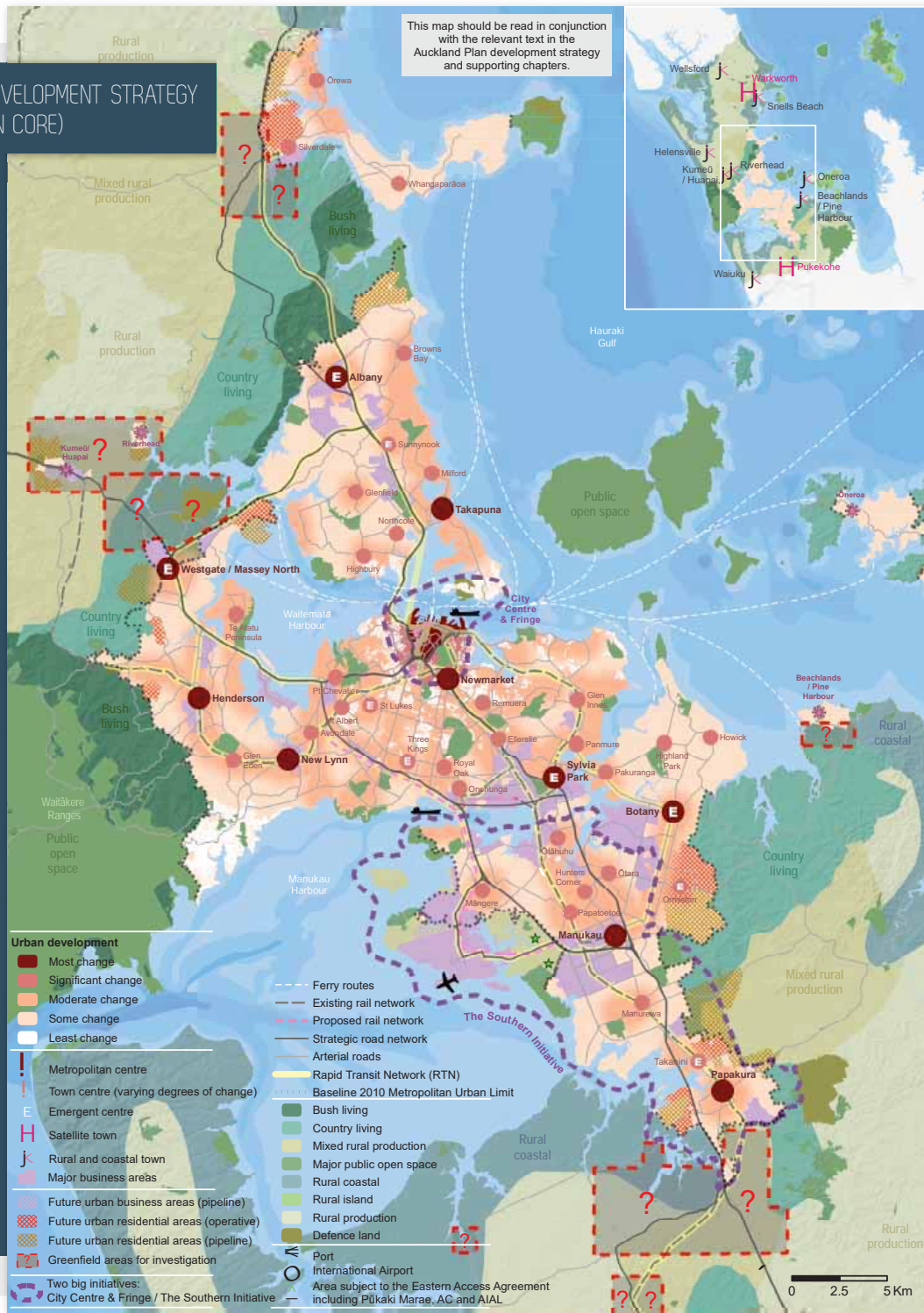
Some change. Areas not identified as priorities for growth. Some intensified development expected to occur. May include some small lot detached and semi-detached housing. The Unitary Plan will explore innovative ways of allowing high-quality residential infill and redevelopment in these areas

Least change. Generally areas with existing historic character zoning and the Waitakere Ranges Heritage Area. Not expected to accommodate significant numbers of new buildings although sympathetic development will occur where appropriate

(Refer to Chapter 10: Urban Auckland for more details)



**MAP D.2 DEVELOPMENT STRATEGY
MAP (URBAN CORE)**



The distribution of growth

152_ Figures D.6 and D.7 indicate how much residential growth (expressed as new dwellings) is expected to occur in different areas over the 30-year planning horizon. Figure 7 is a summary of growth over the full 30 years, and shows the distribution if 70% of growth is accommodated inside the baseline 2010 MUL, as well as the distribution if 60% is achieved.

153_ Figure D.7 shows a transition, decade by decade, from more greenfields residential development in the first decade to more development in the existing urban areas ('infill' and 'redevelopment') in the third decade. This reflects the current priority of increasing housing supply, and the reality that the industry is not yet well geared to provide large areas for high-quality, intensified development. It is anticipated that around 100,000 dwellings will need to be built in the decade between 2012 and 2021. This will be challenging, given the current low levels of housing development. To respond, zoning for more capacity will need to be provided in the Unitary Plan to ensure that the projected numbers of dwellings can be built.

FIGURE D.6 TOTAL ANTICIPATED DWELLING GROWTH 2012-2041

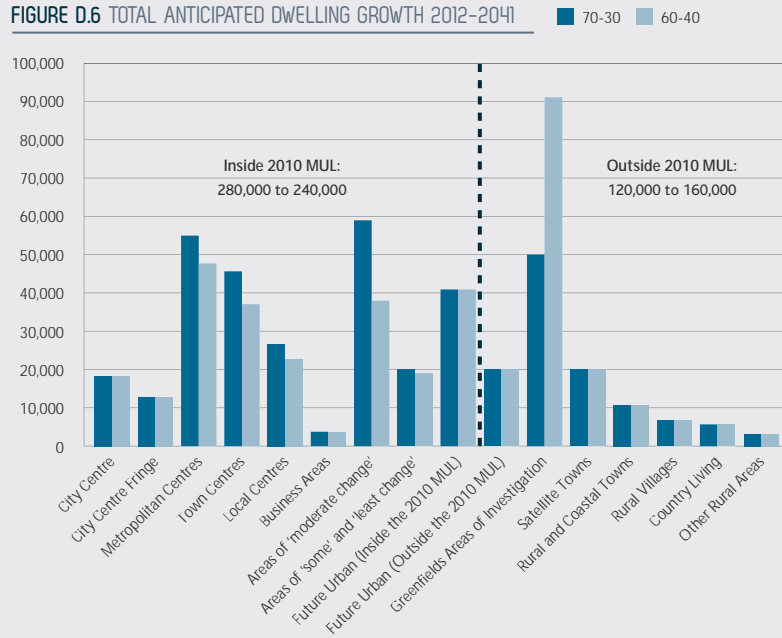
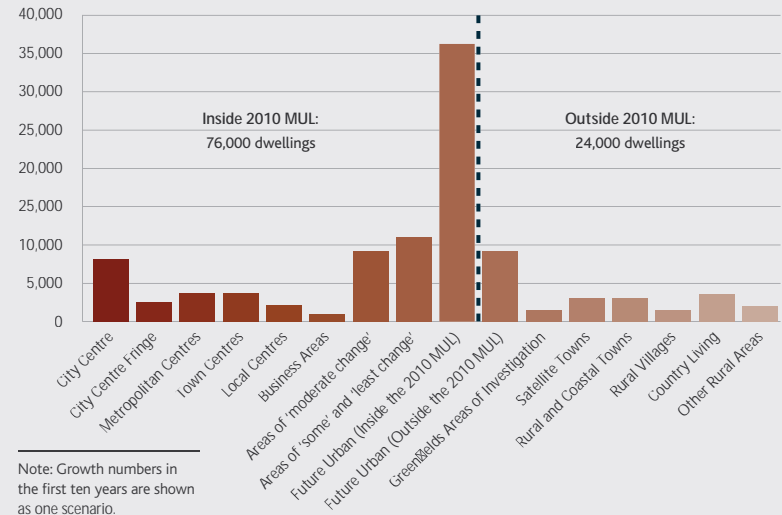


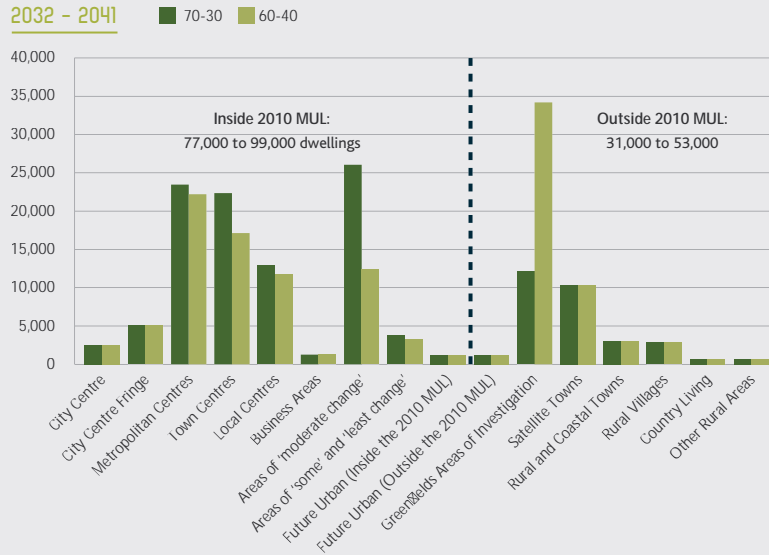
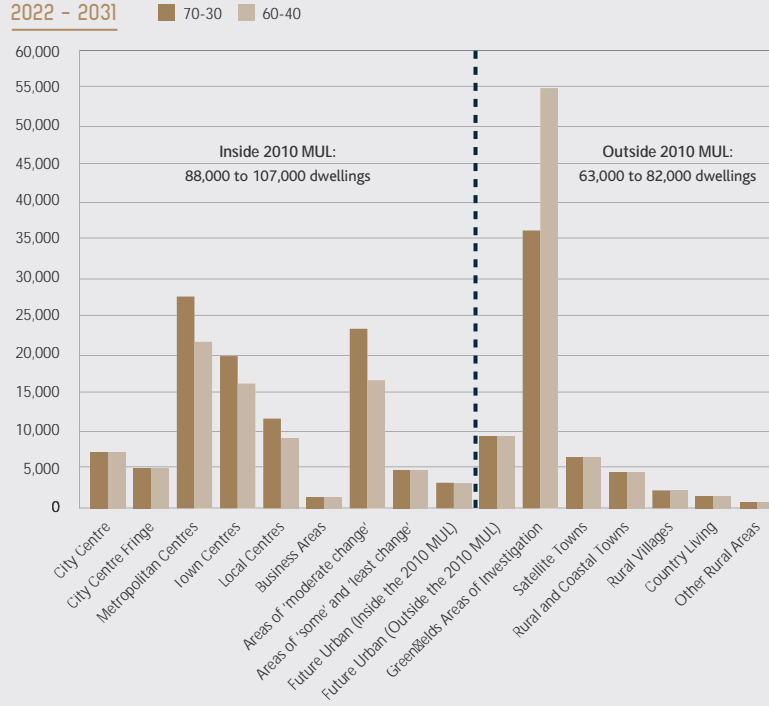
FIGURE D.7 ANTICIPATED DWELLING GROWTH IN EACH DECADE

2012 - 2021



Note: Growth numbers in the first ten years are shown as one scenario.

FIGURE D.7 CONTINUED ANTICIPATED DWELLING GROWTH IN EACH DECADE



154_ Building on the groundwork of the first decade - particularly regarding the focus on quality; the return on investments, such as the public transport system; the demand for higher-density development; and the capacity of the development industry to provide it, will, in the second decade, see an increasing proportion of intensified development. As many as 180,000 dwellings should be built in the decade from 2022 to 2031, addressing shortfalls in dwelling numbers from the current decade. This volume of housing is very challenging. In the third decade (2032 to 2041), housing volumes may level off (to 120,000 dwellings), and a more mature market may see an even greater proportion of housing delivered as 'redevelopment' and attached housing in existing urban areas.

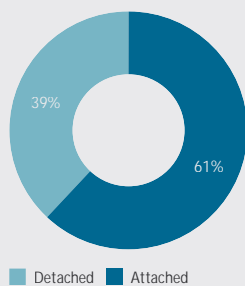
155_ Figure D.8 shows the comparison of the percentage of dwellings which are attached compared to those which are detached. It is estimated that achieving 70% of new dwellings inside the baseline 2010 MUL would require approximately 61% of all new dwellings being attached, whereas if 60% of new dwellings were inside the baseline 2010 MUL, then approximately 54% would be attached. That is, the more compact the city, the higher the proportion of attached dwellings.



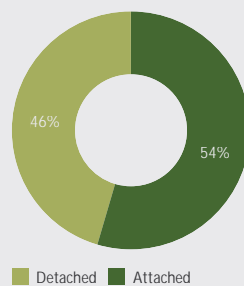


FIGURE D.8 ATTACHED VS. DETACHED NEW DWELLINGS

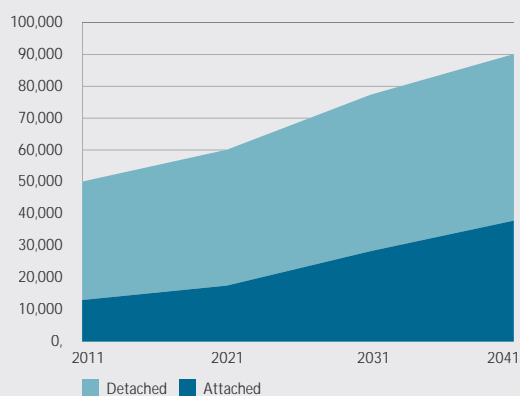
Anticipated Housing Typologies of New Dwellings, 2012 to 2041 (70:30)



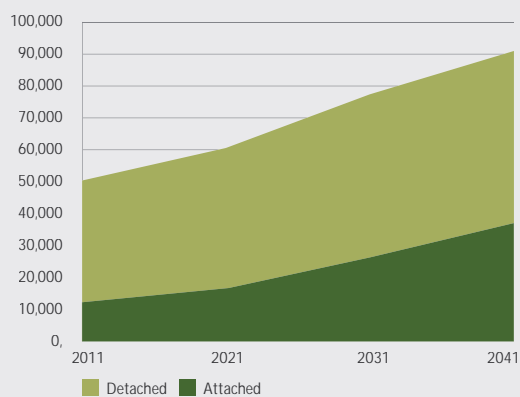
Anticipated Housing Typologies of New Dwellings, 2012 to 2041 (60:40)



Dwellings by Housing Typology – Total Cumulative Supply, 2011-2041, (70:30)



Dwellings by Housing Typology – Total Cumulative Supply, 2011-2041, (60:40)



156_ Figure D.9 shows the estimated level of growth envisaged in dwellings, distributed by sub-regional area. These figures indicate the approximate scale of growth needed to implement the Auckland Plan. These numbers may be refined following more detailed implementation planning. They only apply to 'urban dwellings' (i.e. dwellings in rural villages, country living, and other rural areas are not included). The figures show the intention for 70% of growth to occur within the baseline 2010 MUL, and the possibility of needing 40% of new dwellings outside the baseline 2010 MUL. Growth in dwellings in the Gulf Islands will be very small by comparison with other areas, and is included in the number for the central area.

D4

WORKING AND DELIVERING WITH OTHERS

157_ The Auckland Plan has been prepared in collaboration with all sectors. Its delivery will equally involve and depend on everyone working together, so that sectors share responsibility for ensuring Auckland reaches its full potential. This will require creating an Auckland culture that supports transformational change, as set out in Box D.3.

BOX D.3 CREATING AN AUCKLAND CULTURE THAT SUPPORTS TRANSFORMATIONAL CHANGE

Aucklanders have said they want a quality compact Auckland, so the challenge to all Aucklanders is to work together to make it happen. That means accepting that change in our urban environments, done well, is something that will strengthen our communities and enhance our neighbourhoods. Organisations that manage, deliver or influence this change need to build cultures of cooperation and collaboration, which value and encourage innovation and better ways of doing things, and deliver long-term solutions.

Auckland is entering a new phase in its evolution. This change will take time, but the first ten years are critical to building a culture that supports long-term transformational change. Particular challenges are to:

- ▶ do more with less, prioritise and align investments across a multitude of funders
- ▶ increase the supply of housing across Auckland in an economic climate that requires risk-sharing between sectors
- ▶ provide sufficient development capacity (zoning and infrastructure), certainty, and speed of end-to-end planning processes to enable the degree of redevelopment needed. This may require making some difficult decisions and trade-offs to achieve long-term outcomes
- ▶ provide bulk infrastructure in advance of growth – in the right places at the right time – and ensure it is funded in a sustainable manner
- ▶ ensure that consumers pay the full costs for new infrastructure and services
- ▶ ensure that the quality-built environment Auckland demands, is delivered
- ▶ improve the perceived and real quality of the environment for its own intrinsic value, its recreational opportunities, and its ecological potential
- ▶ ensure constructive community involvement in making choices about how change occurs.

FIGURE D.9 GROWTH BY SUB-REGIONAL AREA



Staged and Adaptable Implementation

158_ Implementation approaches for the Auckland Plan are set out in Chapter 14: Implementation Framework. Priorities and details regarding alignment between the actions of the Auckland Council and other agencies and sectors are provided in the Implementation Addendum to the Auckland Plan. This Addendum will be the subject of an annual update to ensure the Development Strategy and other plan outcomes are successfully achieved over time. This will involve ongoing dialogue and collective partnerships for Auckland to become the world's most liveable city.

159_ The Auckland Plan provides:

1. Place-based priorities for the first ten years – subsequent priorities will be considered in the implementation updates
2. Continuous monitoring of plan targets with a three-yearly reporting period
3. A major plan review every six years (at the same time as every second Long Term Plan (LTP)) to monitor progress on the trajectory for growth and make adjustments as necessary
4. Flexible tools to implement change.

160_ The three ten-year periods of the Development Strategy have distinct challenges and opportunities. The previous section described how developing Auckland will go through the phases of building the runway, gaining altitude and flying. As economic conditions improve, supply builds to meet demand, perceptions moderate and capabilities evolve for more intensive urban living.

Priority Areas and Timetable for Implementation

161_ The Development Strategy provides for sequential growth over the three decades to 2042. This allows targeted, focused initiatives to be undertaken concurrently, while signalling where public planning and investment will be directed over time.

162_ The Implementation Addendum outlines the following actions that will be taken in each of the three decades:

- i First decade 'building the runway': build sector capability for increased supply of quality affordable housing; implement the Unitary Plan with a 20 years' forward view and major upzoning; invest early to support the intensification in the City Centre, Hobsonville, New Lynn, Tāmaki, Takapuna and Onehunga; plan and invest to support the development of satellite towns, and the priorities within The Southern Initiative; use existing greenfields to provide early supply; use range of strategic and financial tools to stimulate development
- ii Second decade 'gain altitude': encourage large-scale take-up of compact, affordable housing; review Unitary Plan to ensure sufficient land supply; invest to support development of satellite towns; intensification of centres and corridors; release new greenfields land to help meet demand
- iii Third decade 'flight': maintain momentum for large-scale, compact, affordable housing; review Unitary Plan to ensure sufficient supply; encourage further intensification of centres and corridors and areas of 'moderate change'; further develop satellite towns and new greenfields land release to help meet demand.

2012 - 2015

163. The first three years of the Auckland Plan will be characterised by planning for growth throughout the region, particularly through the Unitary Plan and related planning processes provided by the Auckland Council. These processes will provide more detail on the nature of change in each area, and indicate how quality will be achieved in all forms of new development. In terms of Auckland Council investments, the LTP will prioritise what is affordable in the first 10 years, to implement the Auckland Plan. The Auckland Council will also work closely with other organisations, especially central government, to align programmes and investments as appropriate.

164. While the LTP provides a full picture of all of Auckland Council's activities, there will be a particular focus on further planning and implementation over the first 3 years of this Plan in the following nine locations:

- i **The City Centre** – our centre of international commerce, the sea port and the major focus for the arts and cultural institutions and events in Auckland. It is projected that the resident population in the city centre will increase from 23,000 in 2006 (last census) to 78,000 in 2040. One of the two big initiatives.
- ii **The Southern Initiative** – an area of particular focus for stable homes and families, skills development, job growth and housing and environmental enhancement. It is also the site of our international airport and a gateway to Auckland and New Zealand. The second of the two big initiatives.
- iii **Hobsonville / Westgate, Massey North** – a major greenfields development in the northwest, including a large quantity of new housing, and the emerging metropolitan centre of Westgate.
- iv. **Tāmaki** – an existing urban area on the western side of the Tāmaki River that is the subject of a collaborative transformation project to improve housing conditions, increase housing capacity, and foster employment growth.
- v **New Lynn** – an established metropolitan centre with potential for extensive growth, supported by recent infrastructure and public space improvements.
- vi **Onehunga** – an established town centre and the south-western gateway to the Auckland Isthmus – an area experiencing growth in the surrounding neighbourhoods, but in need of substantial investment in the town centre.
- vii **Takapuna** – an established metropolitan centre with potential for significant growth in high-density, mixed-use development. There is strong market interest for development in this area.
- viii **Warkworth** – a satellite town providing an employment and service hub for the north, and a place for significant population growth over 30 years. Planning will address infrastructure challenges and provide a vision to show how development may occur in a manner that protects environmental values and is sympathetic to the character of the area.
- ix **Pukekohe** – a satellite town providing an employment and service hub for the south, and a place for considerable population growth over 30 years.

165_ Greenfields areas already in the land supply pipeline (future urban areas, as shown on the Development Strategy maps), will be a priority for infrastructure servicing in the first three years and beyond.

166_ Investment in the areas listed above will continue beyond the first three years of the Auckland Plan. It is important to note that these locations will not be the exclusive focus of the Auckland Council's investment and planning programme over the next three years, but are listed to provide guidance on where investment and planning should be focused, to support the implementation of the Auckland Plan. For details on the projects intended to support the growth and development of these areas, see the Implementation Addendum. The Auckland Council will work closely with communities, their local boards, council-controlled organisations, infrastructure providers and other partners to ensure development and infrastructure provision is aligned and delivered in these areas.

167_ The Implementation Addendum includes a long-term framework indicating where major investment may occur to support the implementation of the Auckland Plan. To create the synergies that support the envisaged development in an affordable manner, investments in infrastructure will need to be targeted and coordinated. Over a 30-year period, the parts of Auckland that will be priorities for public sector investment will change.

168_ Because of infrastructure constraints, not all areas identified for growth in the Auckland Plan will immediately be ready to support the scale of development envisaged over a 30-year period. In some areas this may affect the types of zoning provisions that are provided for in the first Unitary Plan. For example, there are challenges with respect to providing transport and water infrastructure, to support growth in some areas north of the Waitematā Harbour (including parts of the existing urban area, greenfields areas of investigation and in Warkworth). Annual Implementation Updates will provide a more detailed picture of how staging of future growth is envisaged to occur.

Monitor and review the development strategy

169_ All Auckland Plan targets and measures will be monitored and reported on every third year. Chapter 15: Measuring Progress sets out the specific measures that support each target, and the overall monitoring and reporting processes that will provide critical information on the successful implementation of the Auckland Plan.

170_ In addition, the Development Strategy will be supported by ongoing monitoring of the development pipeline and a careful analysis of growth capacity. This is in terms of land supply, vertical space, and the commercial factors that determine the ability of a space to be realised as new development. Every three years the pipeline capacity may be subject to adjustment in response to this information, to ensure capacity is able to meet demand. The areas of investigation are sufficiently extensive to provide some flexibility in the second and third decades, without the need to move the 30-year RUB.

171_ These monitoring and reporting processes will be part of a wide range of inputs into a six-yearly review of the Auckland Plan, which is an opportunity to refine the overall nature and direction of development in Auckland.

Flexible tools to implement change

172_ Meeting the requirements for growth in housing supply and increased compact housing will require radical change from past performance. The Auckland Council will consider a range of delivery mechanisms (funding, regulatory, institutional tools) including:

- ▶ a Unitary Plan with 20 years' forward view
- ▶ amended zonings to allow greater density throughout large parts of urban Auckland
- ▶ using Council-owned property as a catalyst for change, especially in areas that are less attractive to the market
- ▶ joint ventures between the Auckland Council and the private sector
- ▶ development authorities, which may include multi-party sponsorship
- ▶ cross-Council teams to fast-track quality developments
- ▶ financial incentives, such as reduced development contributions for compact housing.

Action plan

173_ Achieving the transformational change set out in this Plan, both in terms of increased housing supply and greater intensification, will require a proactive approach by the Auckland Council, the development sector, and the community; and an action plan that gets things moving fast. These are the actions that the Auckland Council will take:

1. Announce that Auckland will be an 'attractive place for quality intensification development'
2. Establish dedicated case managers for quality-intensive projects and a staff culture that demonstrates 'we are here to make good things happen'
3. Encourage quality development proposals and be tough on low-quality proposals that do not meet the Auckland design guidelines

THESE ACTIONS WILL DELIVER THE AUCKLAND PLAN, WITH A PARTICULAR FOCUS ON THE ROLE OF THE AUCKLAND COUNCIL. ALL SECTORS WITH A STAKE IN AUCKLAND'S FUTURE SUCCESS SHARE THIS RESPONSIBILITY AND THIS OPPORTUNITY.

4. Establish a public communication strategy, for discussion with communities on how to achieve quality compact outcomes in their area
5. Up-zone to allow greater densities to be achieved, as signalled in this Plan
6. Up-zone large areas of Auckland for good quality, intensive development through the Unitary Plan
7. Provide for infrastructure for the first 10 years of the Auckland Plan through the LTP 2012-22
8. Introduce targeted development contribution reductions to reflect the lower cost of servicing a unit within a multi-unit property, compared with a stand-alone detached dwelling
9. Implement measures to ensure the supply of residential land can meet demand
10. Investigate a liaison group with the banking sector to see whether home owners of multi-unit properties can have better access to development capital
11. Advocate with central government to support appropriate action.

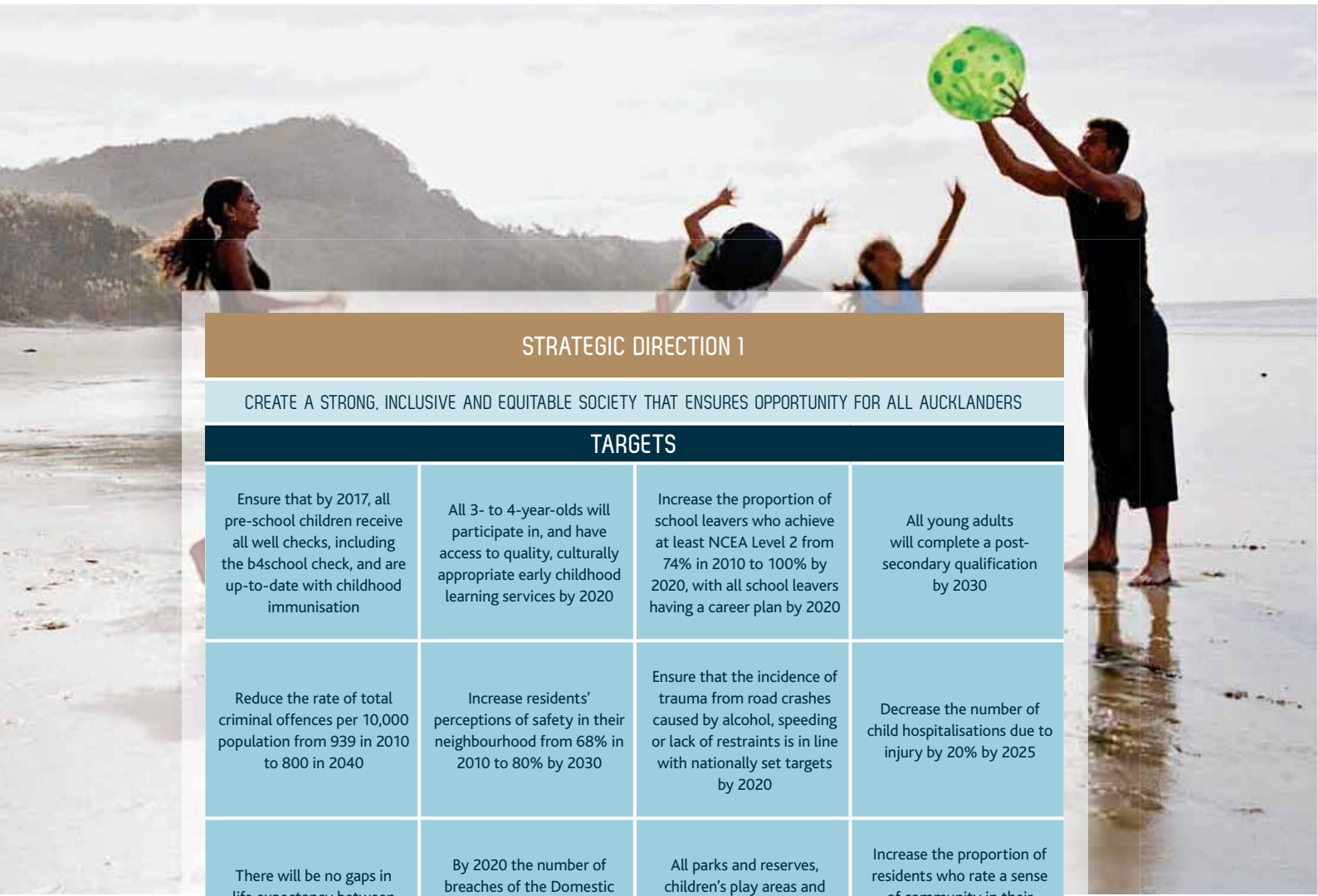
174_ These actions will deliver the Auckland Plan, with a particular focus on the role of the Auckland Council. All sectors with a stake in Auckland's future success share this responsibility and this opportunity.

CHAPTER 1

AUCKLAND'S PEOPLE

UPOKO 1 - NGĀ IWI O TĀMAKI MAKAURAU





STRATEGIC DIRECTION 1

CREATE A STRONG, INCLUSIVE AND EQUITABLE SOCIETY THAT ENSURES OPPORTUNITY FOR ALL AUCKLANDERS

TARGETS

Ensure that by 2017, all pre-school children receive all well checks, including the b4school check, and are up-to-date with childhood immunisation	All 3- to 4-year-olds will participate in, and have access to quality, culturally appropriate early childhood learning services by 2020	Increase the proportion of school leavers who achieve at least NCEA Level 2 from 74% in 2010 to 100% by 2020, with all school leavers having a career plan by 2020	All young adults will complete a post-secondary qualification by 2030
Reduce the rate of total criminal offences per 10,000 population from 939 in 2010 to 800 in 2040	Increase residents' perceptions of safety in their neighbourhood from 68% in 2010 to 80% by 2030	Ensure that the incidence of trauma from road crashes caused by alcohol, speeding or lack of restraints is in line with nationally set targets by 2020	Decrease the number of child hospitalisations due to injury by 20% by 2025
There will be no gaps in life expectancy between European, Māori, Pacific and Asian ethnicities by 2040	By 2020 the number of breaches of the Domestic Violence Act (1995) will have stabilised and by 2040 will have fallen by 40%	All parks and reserves, children's play areas and other public space identified in bylaws will be smokefree by 2025	Increase the proportion of residents who rate a sense of community in their neighbourhood as important from 71% in 2010 to 85% by 2025

PRIORITIES

1	2	3
Put children and young people first	Improve the education, health and safety of Aucklanders, with a focus on those most in need	Strengthen communities



AUCKLAND EXPECTS WE WILL WORK TOGETHER TO CARE FOR, NURTURE AND SUPPORT EACH OTHER TO FULFIL OUR POTENTIAL.

KO TE ARO WHAKAARO O TĀMAKI MAKAURAU KA MAHI TAHI TĀTOU KI TE TIAKI, KI TE WHANGAI ME TE TAUTOKO TĒTAHI I TĒTAHI KIA EKE AI O TĀTOU MANAKO KATOĀ.

175_ People are at the heart of this Plan. The well-being of all Aucklanders is critical to creating a better future for Auckland and New Zealand. Prioritising and constantly improving residents' health, education and safety will support our goal of Auckland becoming the world's most liveable city.

176_ Our children and young people are the top priority. As their guardians, it is our responsibility to ensure that every child can reach his/her full potential. All Auckland children are entitled to the basic needs of love, shelter, food and safety, as well as education and skill development, to instil confidence and pride. We need strong, healthy communities to achieve this. This Plan emphasises that families, whānau and the wider community share these responsibilities.

177_ Community-led development features strongly in this Plan, because international and local experience shows that actions to address economic, environmental and social challenges are most successful when 'owned' and led by communities. Such development empowers individuals and communities by building their leadership, capacity, skills and resources.

178_ Auckland is the most ethnically diverse region in New Zealand, with more than 180 different ethnicities, and almost 40% of Aucklanders were not born in New Zealand. In the 2006 Census*, the largest proportion of Auckland's population (56%) identified themselves as New Zealand European. This is significantly lower than for New Zealand as a whole (67%). Figure 1.1 illustrates the social and economic profile of Auckland.

179_ Our Māori culture and heritage are unique. Auckland is home to the country's largest Māori population. In 2006, 11% of people who lived in Auckland (137,133) identified themselves as Māori. Auckland's Māori population is predominantly young, with 46% under the age of 20.

* While statistics in the chapter generally reference Census 2006, it is noted that this data is outdated, with major factors such as the economic recession occurring, which is likely to have affected employment levels, income, household spending and probably migration levels.

180_ Auckland is home to the largest Polynesian population in the world, with two thirds of New Zealand's Pacific people (177,933 in 2006). Dynamic Pacific languages, cultural practices and customs make Auckland distinctive. Pacific peoples contribute to Auckland's economy, and connect us to the Pacific and related trade opportunities.

181_ In the last 15 years the greatest increase of any ethnic group has been in those of Asian origin, principally from China, India and Korea. In 1991, 5.5% of Auckland's population identified themselves as Asian. By 2001 this had risen to 13% and by 2006 it had reached 19%. It is projected that the number of people of Asian origin will rise from 268,600 in 2006 to 469,800 in 2021 - an increase of 75% per cent – and will account for almost 30% of all Aucklanders in 2021⁶.

182_ New migrants bring with them their own cultural traditions, customs, arts and music, enriching our culture and lifestyle. They also bring connections from their home countries that enhance Auckland's global relationships.

183_ Auckland's population is currently relatively young, with a median age of 34 compared to 36 nationally. Some parts of Auckland, particularly in the south, have high concentrations of children and young people. However, the number of

older people in Auckland will also rise dramatically. In 2006 the number of Aucklanders aged 85 years and older was 15,760. By 2040, this number could rise by over 400% to almost 65,000. Many will be fit and active long past the current 'retirement' age of 65 years. We need to recognise the evolving nature of being 'older', and value the contribution of our older residents.

184_ One in five Aucklanders has a disability, and this figure will increase with an ageing population. There is unrealised potential for Aucklanders with disabilities to contribute socially and economically. Barriers that prevent this, such as attitudes and physical access, must be addressed.

185_ The Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI) communities are an important part of Auckland's diversity. Although Auckland is generally accepting of different sexual orientations, the GLBTI communities, especially young people, can experience individual and collective prejudice and discrimination. We must ensure that the GLBTI communities have equal opportunities to participate and contribute to daily life in Auckland.

186_ To realise the capability of our diverse population and communities, we must be a fair and inclusive city, and an accessible and well-connected city, in keeping with the Universal Declaration of Human Rights. Valuing and celebrating our complex diversity will enable Auckland to be viewed as a city of prosperity and opportunity, and an inclusive, safe, tolerant city, which promotes equality. In this way, Auckland will continue to attract and retain people to live and invest here.

187_ Many Aucklanders are doing well. We are proud of this, and will continue to nurture achievement. New Zealand has an education system that, on some levels, ranks well internationally, and we are home to many excellent education and research institutions. Auckland benefits from growing iwi enterprise and the talents and international connections of our Pacific, Asian and migrant communities.

188_ However, there are significant pockets of disadvantage in some parts of Auckland, with the majority of deprivation concentrated in southern Auckland. These communities have higher concentrations of Māori and Pacific peoples. They are often characterised by a strong sense of family and cultural identity, but are more likely than other communities to have:

- ▶ low levels of participation in early learning services
- ▶ low educational achievement
- ▶ high levels of unemployment
- ▶ overcrowded, poor-quality housing
- ▶ poor health, lower life expectancy and higher rates of preventable diseases.

AUCKLAND IS HOME TO THE LARGEST POLYNESIAN POPULATION IN THE WORLD, WITH TWO THIRDS OF NEW ZEALAND'S PACIFIC PEOPLE (177,933 IN 2006).

FIGURE 1.1 SOCIAL AND ECONOMIC PROFILE

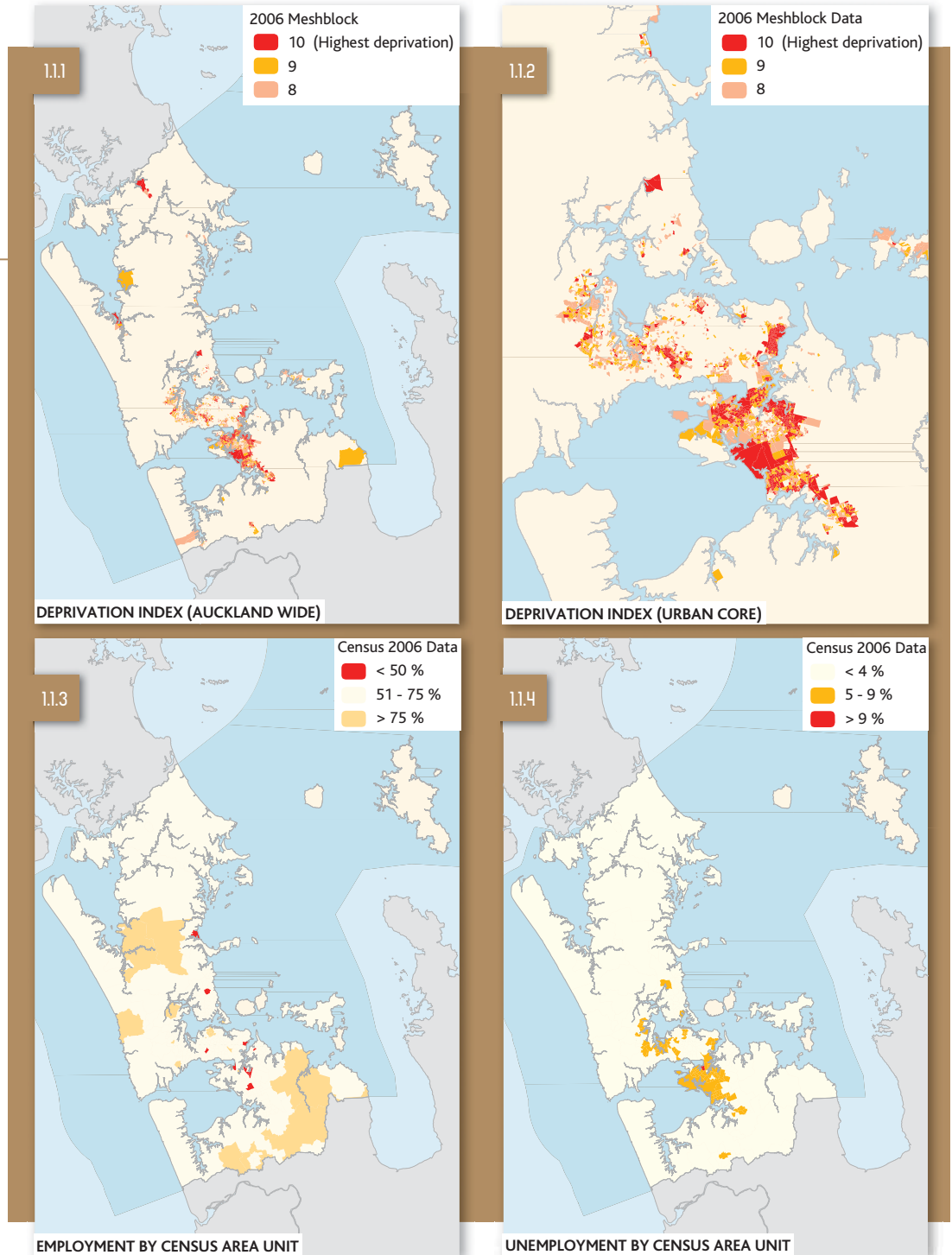


FIGURE 1.1 CONTINUED
SOCIAL AND
ECONOMIC PROFILE

1.1.5 Māori Population

► The highest densities of Māori population are in southern Auckland (Manurewa, Papakura). There are also some concentrations living in the Tāmaki/Glen Innes and Massey areas.

1.1.6 New Zealand European Population

► European population is distributed throughout Auckland, with high densities in the Isthmus, Eastern Suburbs and on the North Shore.

1.1.7 Pacific Island Population

► There are very high densities of Pacific peoples in southern Auckland (Māngere, Papatoetoe, Manurewa), but low Pacific densities throughout the Isthmus and the Western and Northern parts of Auckland.

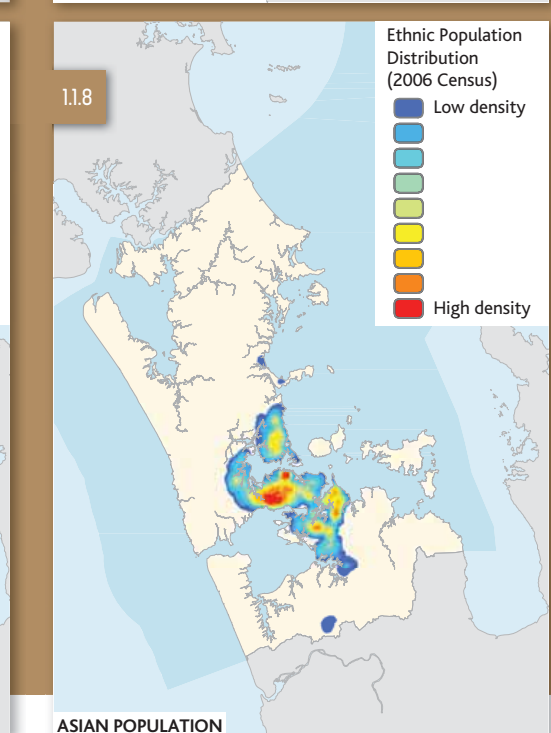
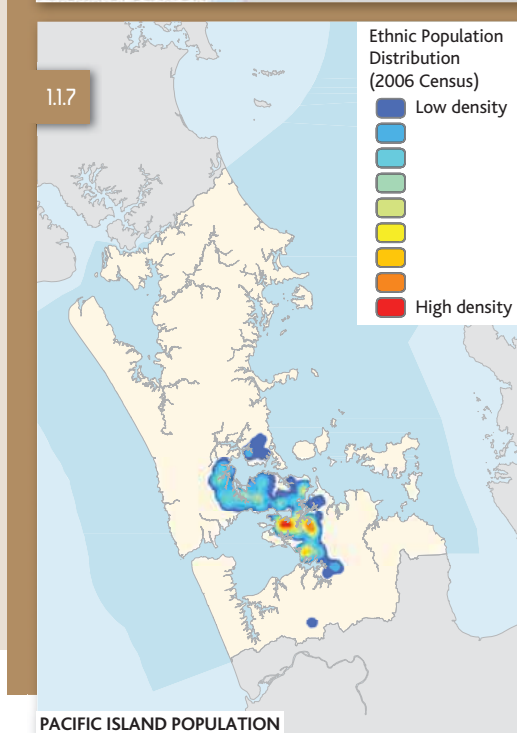
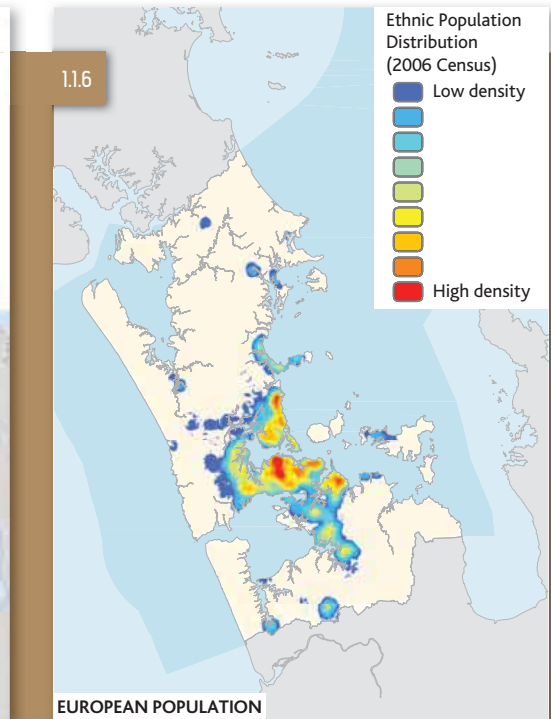
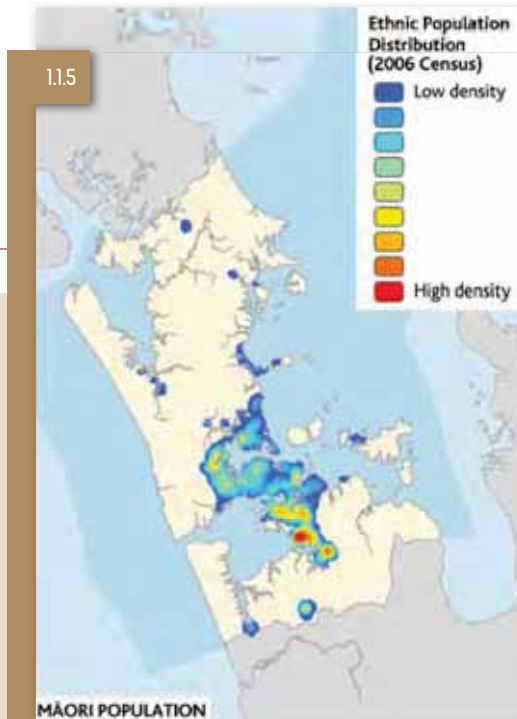
1.1.8 Asian Population

► There are high densities of Asian peoples in the southern end of the Isthmus, the Eastern Suburbs, Papatoetoe and on the North Shore.

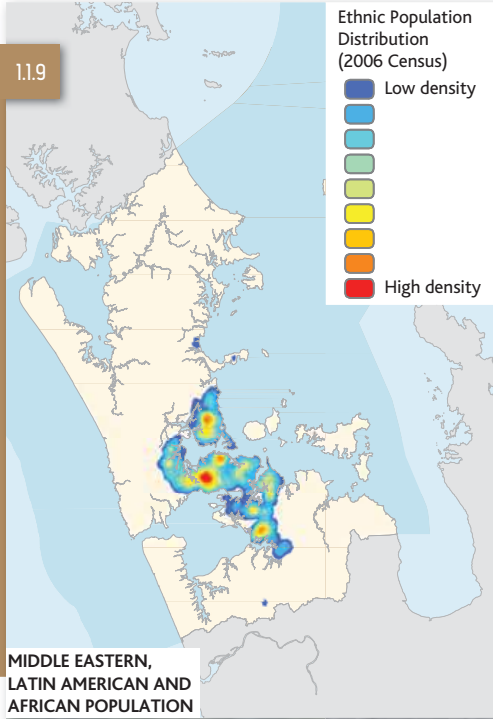
1.1.9 Middle Eastern, Latin American, and African Population.*

► Middle Eastern, Latin American, and African residents follow a similar pattern of density to the Asian population: high densities in the southern end of the Isthmus, the Eastern Suburbs, Papatoetoe and on the North Shore.

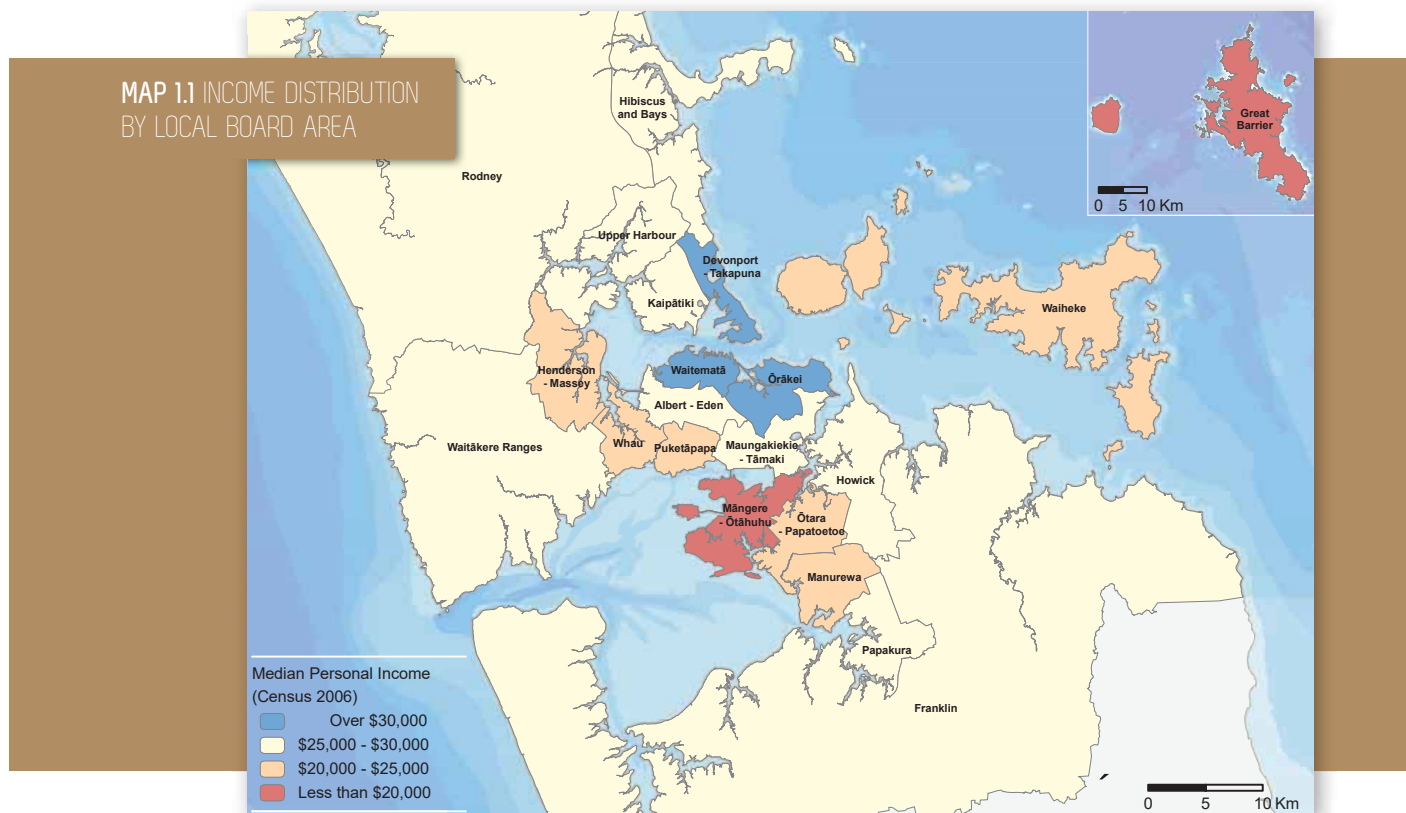
* The MELAA category was introduced for reporting the 2006 census data in response to the increase in this population.



1.1.9



189. In 2005, the Organisation for Economic Co-operation and Development (OECD) stated that inequality within a country indicated an inefficient society "which wastes human resources, opportunities and life chances".⁷ A 2011 report from the OECD noted that inequality in New Zealand had grown faster than in any other developed nation since the 1980s.⁸ See **Map 1.1** (following page) for income distribution. Addressing inequalities, particularly in income, will reduce societal harm. It will encourage future economic growth, and political and social stability.



190_ A 2011 discussion paper by the Human Rights Commission⁹ demonstrates that Māori and Pacific peoples are disproportionately represented in poor social statistics in the areas of health, education and home ownership. In part this is due to structural discrimination: this refers to intentional or unintentional practices and behaviours within institutions and society, which have the effect of denying rights or opportunities to members of some population groups. It can be embedded in everyday situations; for example, by comments such as 'This is how we do things around here.'

191_ Other communities and groups, such as ethnic communities and those with disabilities, also face barriers. Removing structural or institutional barriers so that all Aucklanders are viewed and treated equally is fundamental to improving the well-being of all, and realising the full potential of our diverse populations.

192_ To make Auckland fair and inclusive we must address:

- ▶ inequality, exclusion and disadvantage experienced by individuals, families, whānau and communities
- ▶ inter-generational disadvantage; by ensuring that children and young people are given the opportunity to reach their potential so that they do not experience disadvantage as adults
- ▶ structural discrimination; by involving more Māori, Pacific and ethnic community peoples, and persons with disabilities, in positions of decision-making and influence, including as electoral candidates.



PRIORITY

1 PUT CHILDREN & YOUNG PEOPLE FIRST

193_ Children want to be heard. They want to be cared for. Children and young people's interests matter because:

- ▶ the energy of children and young people, and their vision for the future are vital for the city and for the country. Auckland's children and young people are our future
- ▶ negative child welfare indicators are morally unacceptable, and must be turned around.

194_ One third of New Zealand children under 15 years currently live in Auckland. Although this proportion is likely to decrease from 33% (2006) to 18% in 2040, the actual number of children will increase by almost 100,000. Those under 25 years of age make up almost 40% of Auckland's population, and up to 52% in some areas (see Map 1.2). Some of our most disadvantaged communities are those where we anticipate marked increases in the number of children and young people in the coming years.

195_ National and international reports highlight New Zealand's poor rating on many indicators of child welfare. New Zealand has very low rates of investment in children and young people. A recent report¹⁹ contrasted the current public investment in children's critical early years of life, \$3 billion per year, with an estimated \$6 billion per year cost of additional expenditure on health, welfare, criminal justice, lost productivity and lost tax revenue. Increasing the level of public investment in children and young people will produce educated and well-adjusted adults, and reduce costs to Auckland and New Zealand.

196_ Children and young people who grow up disadvantaged are more likely to have poor educational achievement, poor health outcomes, and be unemployed on leaving school. This is wasted potential, and has social and economic costs to society, with a diminished quality of life overall. Spending on children should not be considered a cost, but an investment in the future of the country.







197_ A large proportion of children under the age of 15 live in areas of high deprivation. These are areas where many Māori and Pacific peoples live. This is why priority in implementing the directives of this Chapter will be given to communities in the Southern Initiative area.

198_ Central government already funds education, health and social services for children and families. The Auckland Council provides a wide range of services, such as pools and libraries, that benefit children and families. Many non-governmental organisations (NGOs) and community groups promote the well-being of children and young people through advocacy, services, events and activities. However, much more needs to be done, and done differently, if we are to achieve a good quality of life for all our children.

199_ Focusing on creating a city that is a great place for children, young people, their family and whānau to live, will contribute substantially to making Auckland the world's most liveable city. Auckland Council will develop a Children and Young People's Strategic Action Plan, in collaboration with all key stakeholders, including iwi, central government, NGOs, communities, and children and young people themselves. Auckland Council strongly supports the goal of the Green Paper on Vulnerable Children that "every child thrives, belongs and achieves"¹¹. The Council will seek alignment between its work and that of central government to achieve this goal.

DIRECTIVE 1.1

Put children and young people first and consider their well-being in everything that we do.

200_ Families and carers have a crucial influence on children's lives. In recent decades, economic, social and demographic changes have affected the family structure and its support networks. In Auckland, these general trends are overlaid with diverse cultural family forms and values.

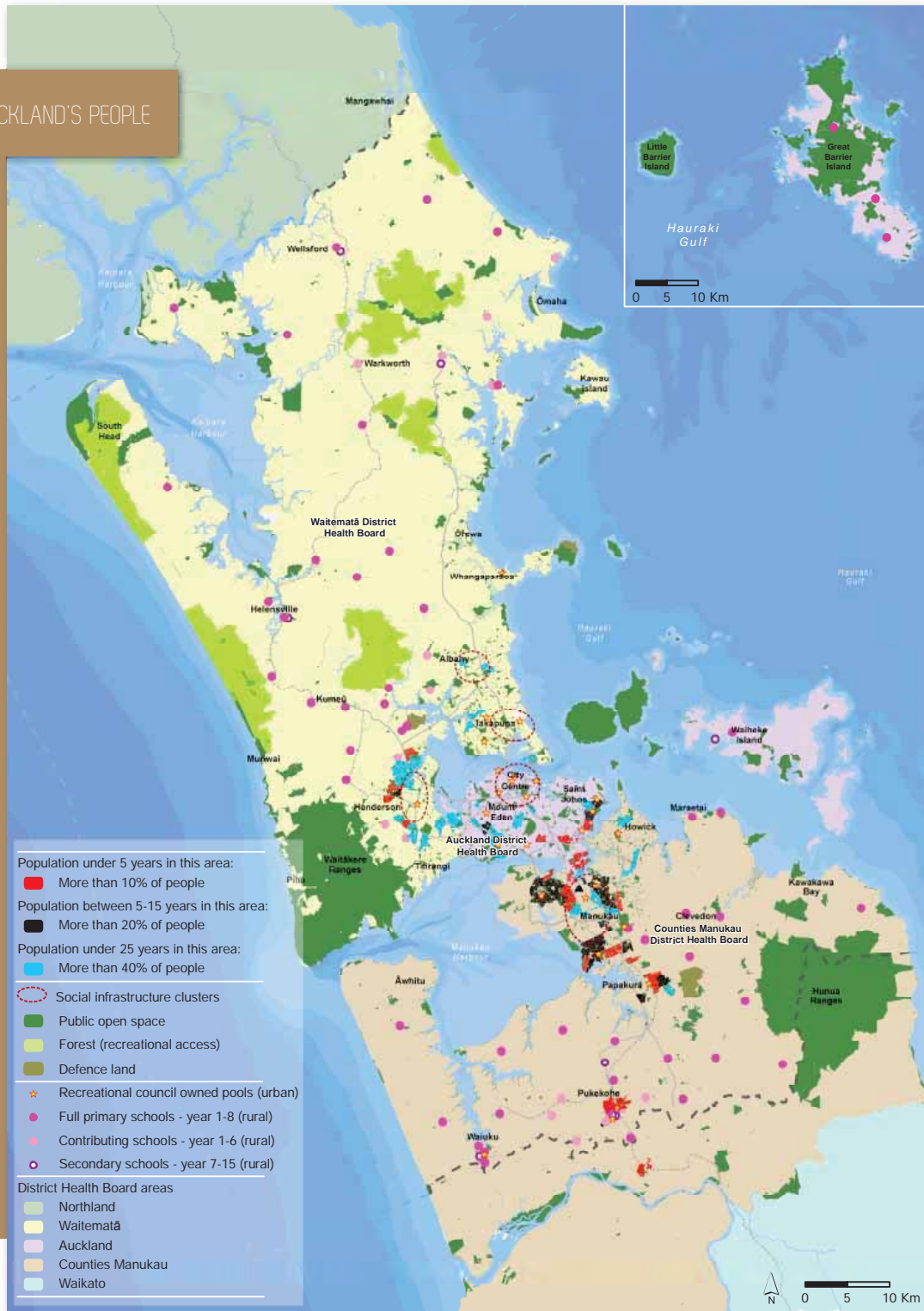
201_ The neighbourhoods and communities in which children and young people live, and the local services and community resources available, impact on their well-being. Many families with a disabled child face additional stress, costs, and restrictions on opportunities to work or for leisure time, and lack information about or access to support services. Sole parents, too, can face obstacles on re-entering the work-force.

202_ Children do best when they form early, strong family attachments to parents, caregivers, grandparents and extended families and whānau in a safe and caring environment¹². To improve the well-being of children we must also prioritise the well-being of parents, families and whānau in all their diverse forms.

DIRECTIVE 1.2

Support parents, families, whānau, aiga and communities in their role as caregivers and guardians of children and young people.

MAP 1.2 AUCKLAND'S PEOPLE



PRIORITY

2

IMPROVE THE EDUCATION, HEALTH & SAFETY OF AUCKLANDERS, WITH A FOCUS ON THOSE MOST IN NEED

“INA HIKINA E KOE TE WAIRUA O TAKU ITI, KA TAEA E KOE TE HĀPAI NGĀ TŪMANAKO O TAKU RAHI. KŌINĀ TE ŌHAKI O TĀMAKI MAKĀURAU”

“WHEN YOU LIFT THE SPIRIT IN THE LEAST OF ME, YOU RAISE THE HOPE IN THE WHOLE OF ME. LET THAT BE THE LEGACY TO ALL OF AUCKLAND”

203_ A strong economy that delivers opportunities and prosperity for everyone results in a better quality of life for us all. Continuing disparities and high unemployment inflict huge personal cost on those who are disadvantaged and on society as a whole. Targeted investment in child and parental education, health and safety will reduce these inequities and lift living standards for all Aucklanders. Addressing these issues now is more cost-effective in the long term (see Chapter 6: Auckland's Economy).

204_ Education, training and knowledge are critical in determining social and economic well-being. Participation in foundation learning at home and in early childhood education, kohanga reo and Pacific language nests is key to preparing children for school and contributes to good outcomes later in life.

205_ Secondary school qualifications encourage further learning and training, and prepare young people for employment. Those who leave school without qualifications are at greater risk of unemployment and other poor outcomes.

206_ Family circumstances, including employment, income, housing, health, educational levels, and the local environment, affect a family's well-being. Insufficient income results in poor housing and overcrowding, poor health, and financial and personal stress. A low income limits people's choice of social and recreational activities, their ability to participate in community life and wider society, and generally diminishes their quality of life.

207_ Literacy, numeracy, educational achievement and skills determine people's ability to find work, and their income levels. In Auckland, over 40% of adults have low literacy and just over 50% have low numeracy skills¹³. Improving adult education and skill levels will improve income levels and reduce socio-economic disadvantage. Assisting parents into education and employment is a route out of poverty for families. In addition, the parents' educational level is linked to children's participation in early childhood learning and achievement at school¹⁴.

DIRECTIVE 1.3

Improve the learning and educational opportunities for all Aucklanders, particularly our children and young people.



DIRECTIVE 1.4

Raise levels of literacy and numeracy and provide opportunities for life-long and workplace learning.

208_ Many Aucklanders enjoy good health and lead healthy lifestyles, but significant inequalities in health remain. These are strongly associated with place, socio-economic status, and ethnicity. The links between health inequalities and preventable diseases, such as diabetes, obesity, and rheumatic fever, are well documented.

DIRECTIVE 1.5

Ensure all young people leaving school have a clear pathway to further education, training or employment.

209_ The relationships between natural and built environments, and health and health behaviours, are complex. Some of the key determinants of health are:


DIRECTIVE 1.6

Support young people post-Secondary School, to achieve success in tertiary education and in sustaining employment.

- ▶ level of income and employment status
- ▶ overcrowding and substandard, damp, unaffordable housing (see Chapter 11: Auckland's Housing)
- ▶ unhealthy environments, e.g. pollution, inadequate food safety
- ▶ access to health care and social services
- ▶ access to clean water and sanitation services
- ▶ access to friends and family.



Bethells



210_ Many of the factors that support good health are outside the control of the health sector. It has been estimated in the United Kingdom that less than 10% of the determinants of health are within the control of the health system¹⁵. Nevertheless, the health sector, Auckland Council and others have a shared responsibility to promote public health, and need to work together to reduce health inequalities.

211_ The ease and affordability of buying foods high in fat, salt, and sugar with little nutritional value; the use of tobacco; and the proliferation of liquor outlets and gambling venues influence poor health.

212_ Despite progress in reducing tobacco harm, smoking remains New Zealand's biggest cause of preventable death. Reducing the number of smokers in Auckland will deliver major health, social and economic benefits. There are moves internationally (such as the proposed legislation for New South Wales, Australia), to ban smoking in a phased manner over time in public places such as playgrounds, public sports grounds, swimming pools, public transport stops, and entrances to public buildings. The Auckland Council will work with central government, NGOs, and community groups to investigate a similar approach for Auckland.

213_ The Gambling Act (2003) requires territorial authorities to develop a gambling venue policy for their districts, to prevent and minimise gambling-related harm. An issue for Auckland is the concentration of gambling venues and 'pokie machines' in areas of high deprivation throughout Auckland.

214_ Similarly, liquor outlets are concentrated in areas of high deprivation and high population density throughout Auckland. A report from the Alcohol Advisory Council of New Zealand¹⁶ notes that within the Manukau area, off-licence outlet density was strongly associated with issues such as violent offending, sexual offences, and drug and alcohol offences.

215_ There is also a concentration of fast-food outlets in areas of high deprivation in Auckland. Many of these outlets are in poor communities, located near schools and parks. The cumulative effect of the high density of liquor outlets, gambling venues, and fast-food outlets in poorer communities is having a negative impact on residents in these communities, by contributing to obesity and other poor health outcomes for children and young people.

216_ The development of the Unitary Plan and its bylaws provide an opportunity to address issues such as the location and number of liquor and fast-food outlets. Auckland Council must develop a gambling venue policy before 2015, to address issues of gambling harm. Legislative proposals for local liquor policies, which are still before Parliament, could strengthen Council's role in tackling alcohol-related harm through its bylaws, regulations and policies.

217_ Injuries are the leading cause of death for people aged one to 34 years, and the second highest cause of hospitalisation, yet many are preventable.¹⁷ 'Injury prevention' encompasses safety in the home (such as falls and accidents), water and maritime safety, road safety, safety in public places, as well as suicide and self-harm. Older people, children and young people are at greater risk from preventable injuries.

218_ There is growing awareness of the impact of bullying, which occurs across communities, in schools, and in the workplace. Bullying includes verbal taunting and physical attacks as well as social network, website, and texting harassment. Children, young people and those with disabilities and special needs are particularly vulnerable, as they are the least likely to have well-developed coping mechanisms and skills. Children and young people who experience bullying

report an overwhelming sense of powerlessness to change the situation, and high levels of vulnerability and feeling unsafe. In extreme cases, this can lead to self-harm and suicide.

219_ Suicide and self-harm are indicators for mental health, social well-being and community cohesion. Although these behaviours occur across all communities, there are higher rates for men, young people, and Māori than for the population generally.^{18,19} All stakeholders need to collaborate to reduce suicide and self-harm, by offering adequate preventative and support services for individuals, families, whānau and communities.

220_ Our physical environment also matters. Parts of Auckland, particularly newer suburbs, have poor layouts, which inhibit physical activity, limit the use of public transport and access to education and employment opportunities, and discourage social connectedness. Well-designed centres and neighbourhoods that make it easier to walk, cycle and use public transport, support healthy lifestyles (see Chapter 10: Urban Auckland),

221_ Air quality also impacts on health. The air in Auckland is clean in comparison to some international cities. However, there are levels of particulate matter and nitrogen oxides that regularly exceed standards and guidelines set to protect human health, including the Government's National Environmental Standards for Air Quality (See Chapter 7: Auckland's Environment).

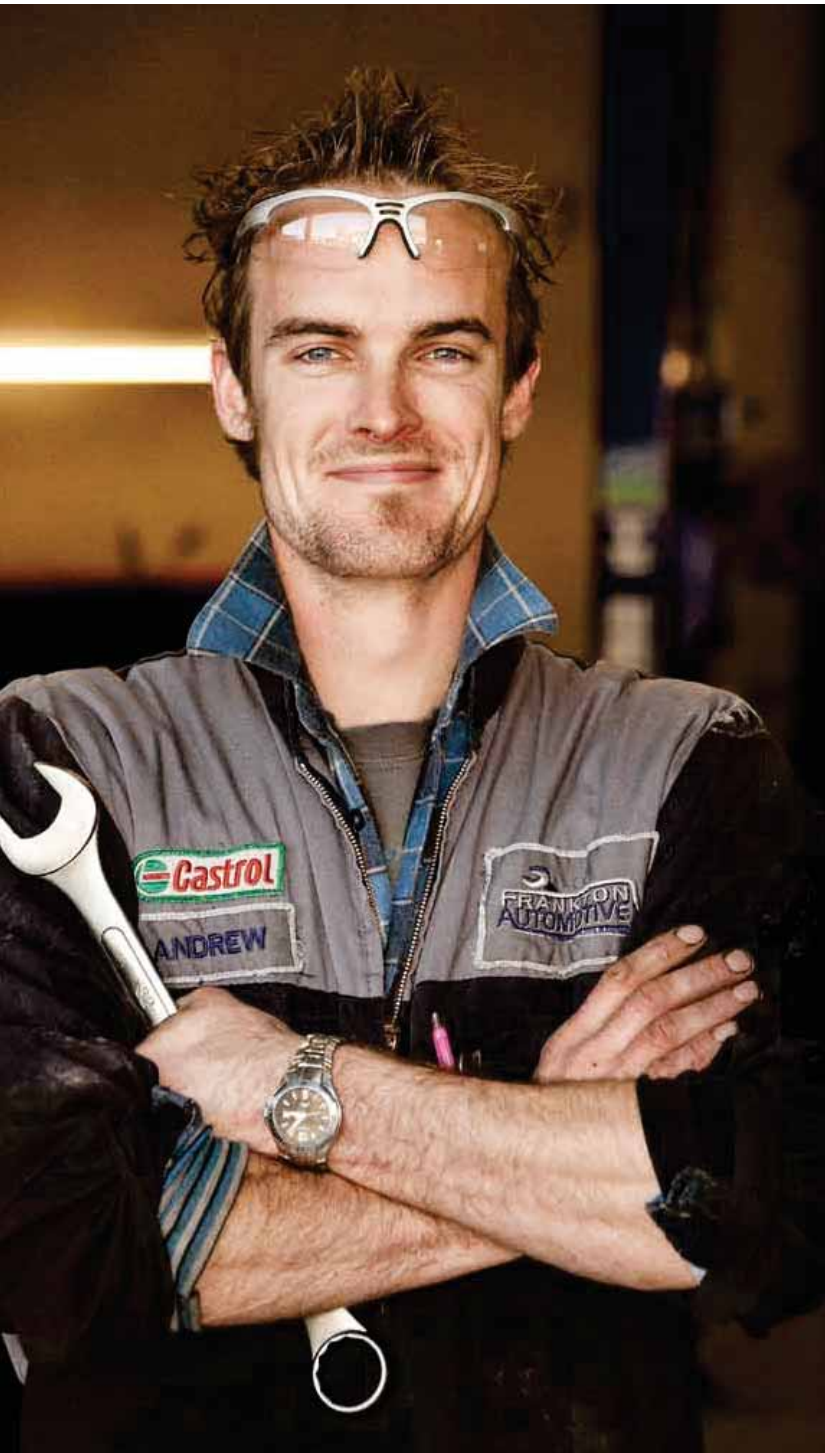
222_ Safety in public and private places is fundamental to a strong and inclusive Auckland. A safe city is one where people want to live, work and study. It attracts enterprise and investment, is socially cohesive, and has strong communities where people care for, nurture, support and trust each other.

223_ However, sexual, family and whānau violence in our communities accounts for half of all serious violent crime in New Zealand.²⁰ Overwhelmingly, family and sexual violence is against women and children. One in three Auckland women will experience physical or sexual violence by a partner in her lifetime, and a quarter of New Zealand children are thought to witness family violence.^{21,22} Some women are at greater risk: those on low incomes and young, disabled, or Māori women and carers of people with severe behavioural problems.

DIRECTIVE 1.7

Reduce health inequalities and improve the health of all Aucklanders.





The annual cost of family and whānau violence is \$5.3 billion, and sexual violence, the most costly of all crimes per incident, costs \$1.2 billion each year.^{23, 24}

224_ Family and sexual violence diminishes our quality of life, is a major cause of wasted potential, and a violation of human rights. An integrated approach to preventing and stopping violence against women and children is essential. NGOs and government agencies provide a number of innovative national and local programmes to address the issues. The Auckland Council will strengthen its collaboration with these agencies and communities, to make Auckland a safer place.

DIRECTIVE 1.8

Support integrated measures to prevent family violence and create safe families and whānau.

225_ The number of reported offences has declined, and 92% of Aucklanders say they feel safe in their homes. Nevertheless, burglary and theft-related offences make up 63% of reported crime in some parts of Auckland, and Aucklanders are more likely to be victims of burglary or vehicle offences than the general New Zealand population²⁵. The New Zealand Police, Auckland Council, Local Boards and local communities already work collaboratively on crime prevention. Auckland Council also has a Community Crime Prevention Scheme, which provides funding for initiatives that improve safety in public places. Current effective programmes must be strengthened and innovative approaches developed to further support safety.

226_ Events outside our control can place communities at risk. Aucklanders must be prepared to deal with both the anticipated and unknown effects of climate change (see Chapter 8: Auckland's Response to Climate Change). To ensure communities are safe we need a co-ordinated and integrated approach to the way significant emergencies, risks and hazards are managed. Increasing community preparedness and resilience to emergencies and risks empowers communities and improves their general well-being.

DIRECTIVE 1.9

Improve community safety and feelings of being safe.

PRIORITY 3 STRENGTHEN COMMUNITIES

227_ Community-led development (whether place-based communities or communities of identity or interest), encourages people to work together to bring about change in their communities. It empowers communities by removing barriers, building capacity and capability, developing resources, increasing resilience, and growing collective leadership. It requires actions that deliver a quadruple bottom line of economic, social, cultural and environmental benefits. Community-led development underpins the implementation of the Auckland Plan.

228_ Many of Auckland's communities are already a rich source of talent, innovation and potential. Auckland has thriving community groups and social networks, a strong NGO sector, and a growing number of distinct neighbourhoods and villages with strong particular identities. However, some communities will require support to build on their strengths and grow local leadership, capacity and skills. The Auckland Council, central government, NGOs and the private sector through the planning and provision of physical and social infrastructure, services, resources and support, can respond to the dynamic and changing needs of Auckland's families and communities. All partners need to align their programmes for supporting communities.

229_ Some populations within Auckland's communities are not actively engaged in local, regional or national decision-making. As a result, these groups can feel marginalised, and consider that their issues and concerns are ignored. Ensuring that all population groups are engaged and feel included is a fundamental principle of community-led development, and a mark of strong and inclusive communities. Local boards have an important role in engaging their local communities on such issues.

DIRECTIVE 1.10

Support community-led development and work with communities to develop leadership, skills and capacity.

230_ Aucklanders are generally accepting of and inclusive towards the city's diverse communities. Most Aucklanders are able to participate in the city's economy and its many civic, arts, cultural, recreation and sporting activities. (See Chapters 3: Auckland's Arts and Culture and 6: Auckland's Economy). However, some Aucklanders face particular challenges in participating fully and feeling included. Women, young people, older people, ethnic groups, migrants, persons with disabilities, people from the GLBTI communities and sole parents can experience prejudice and discrimination in employment or services, or be excluded because they cannot afford or access activities and venues. Determined, positive collective action is needed to ensure everyone feels included, and can contribute to Auckland.

231_ New migrants, in particular, can feel excluded. Approximately 60% of migrants to New Zealand settle in Auckland. They bring a wealth of talent, experience and international connections. They are attracted to Auckland's quality of life, but for some the dream is not realised. Migrants, particularly from non-English speaking countries, often fail to find jobs that match their skills or experience. Contributing factors include a lack of proficiency in English, non-recognition of overseas qualifications or experience, or discrimination.







232_ Understanding and respect for our shared social values aid successful settlement. Recognition of Māori as tangata whenua and Treaty partners, women's equality, children's rights, rights of persons with disabilities, acceptance of those of ethnic, cultural, sexual and religious diversity, are some of the key values that are important to Aucklanders.

233_ Around 300,000 Aucklanders have a disability, and this number will grow as the population ages. Persons with disabilities want to be active citizens and to contribute to society, but face barriers to things that most people take for granted, such as access to information, transport, buildings, and the physical environment. However, persons with disabilities say that the biggest barriers are the attitudes others have towards them.

234_ The GLBTI communities in Auckland also face barriers based on the perceptions and attitudes of others. They are part of our community, but often feel excluded and marginalised. Young GLBTI people, in particular, are at greater risk of bullying, mental health issues, and self-harm/suicide compared with their heterosexual peers.^{26, 27} Greater awareness of the needs of this community, through effective engagement, would improve their health and well-being.

235_ Many parents, particularly sole parents, meet obstacles when they wish to re enter the workforce. Flexible training and work arrangements, as well as quality, affordable child care options, are critical in enabling parents to re-enter the workforce.

DIRECTIVE 1.11

Promote inclusion, reduce discrimination and remove barriers to opportunity and participation, particularly for disadvantaged groups.

236_ Like the rest of Auckland's population, older Aucklanders are an increasingly diverse group. Their demand for access to suitable and affordable housing, and to appropriate health, transport and social services will significantly increase over the life of this Plan.

237_ Many people of 'retirement' age now wish to continue in paid work. Their skills and expertise are valuable assets for Auckland, and they should be encouraged and supported through more flexible employment policies and practices.

238_ Grandparents and older people contribute as carers of children, and as guides and cultural mentors for young people. Many care for a sick or disabled partner or family member. Although this has many benefits for both older and younger generations, it can cause financial stress, and restrict opportunities for leisure and social activities for the carers. It is important that older people are supported in their roles as grandparents, carers and workers.

DIRECTIVE 1.12

Recognise and value the contribution of older people to the community.



THE SOUTHERN INITIATIVE

STRENGTHENING CHILDREN AND FAMILIES IN STABLE HOMES AND EMPLOYMENT

PRIORITIES WE WILL FOCUS ON

WITHIN 5 YEARS					WITHIN 10 YEARS		WITHIN 20 YEARS	WITHIN 30 YEARS	
EARLY, STRONG FAMILY ATTACHMENT AND LEARNING OPPORTUNITIES THAT SET CHILDREN UP FOR SUCCESS AT SCHOOL AND IN LIFE	CLEAR PATHWAY AND SUPPORT FOR FURTHER EDUCATION, TRAINING OR EMPLOYMENT FOR EVERY YOUNG PERSON LEAVING SCHOOL	CREATE AN OUTSTANDING INTERNATIONAL GATEWAY AND DESTINATION AREA	ECONOMIC DEVELOPMENT AND JOBS FOR LOCAL PEOPLE	HOUSING DEVELOPMENT IN MANGERE AND MANUREWA	INCREASED SERVICES AND USE OF PUBLIC TRANSPORT	RAISED EDUCATIONAL ACHIEVEMENT	DRAMATICALLY IMPROVED HEALTH OUTCOMES	SAFE, STABLE AND HEALTHY HOMES AND COMMUNITIES	OUTSTANDING NATURAL AND BUILT ENVIRONMENT



239_ The Southern Initiative is one of two big place-based initiatives of the Auckland Plan. It covers the four local board areas of Māngere-Ōtāhuhu, Ōtara Papatoetoe, Manurewa, and Papakura: combined, these cover an area of Auckland with significant economic opportunity yet high social need. Almost 300,000 residents live in the area, with over 80,000 under 15 years of age. More than three quarters of the population is either of Māori, Pacific or Asian ethnicity. The area is job-rich but has a high level of local unemployment. The purpose of the Southern Initiative is to plan and deliver a long-term programme of co-ordinated investment and actions to bring about transformational social, economic, and physical change. The Southern Initiative is an opportunity to improve the quality of life and well-being of local residents dramatically, reduce growing disparities, and increase business investment and employment opportunities, for the benefit of all of Auckland and New Zealand.

240_ Delivery of transformational change will only be achieved by everyone working together. Central government is a major investor in housing, health, education, justice and social development in this area. The Auckland Council and its local boards invest in the area through physical and social infrastructure and programmes (including roads, parks, libraries, leisure centres, arts centres and events), and influence the physical and social environment through their regulatory and advocacy roles. Other stakeholders including non-government organisations (NGOs), businesses, the philanthropic sector, the private sector and local communities, invest in the area through facilities, programmes, housing and a wide range of voluntary activities. There is considerable community energy, enterprise, creativity and knowledge, and many excellent programmes in the area to build on. But the scale of under-achievement in education, high rates of unemployment, and health inequalities necessitate new ways of thinking and working together to achieve urgent change.

full time jobs directly and indirectly in Auckland. The airport company is committed to corporate social responsibility and to improving employment opportunities for local people by connecting with other businesses and the educational sector, to be a catalyst for change. There are major businesses and corporations, small and medium enterprises and other economic hubs in the area. Opportunities for them to support or develop projects include the Mangere Gateway project, Manukau Centre, Greenmount/ East Tamaki and Wiri industrial areas, and Takalani and Papakura business centres.

242_ The growing health sector is a major local employer. The Counties Manukau District Health Board has 5,417 full-time equivalent (FTE) employees. Its estimated job multiplier is 15% and its annual turnover is \$1.2 billion*. The Board's vision is to develop the local workforce to serve the health needs of its community and reflect the diversity of the area. It has recently established strategic partnerships with tertiary education providers and leading international institutions to create Ko Awatea (based at Middlemore Hospital). This is a health innovation hub to foster new thinking, applied research, products and services to address the area's urgent health issues, and to attract, grow and retain highly skilled health professionals in the area.

243_ Manukau Institute of Technology and Auckland University of Technology grow the skills and qualifications of local communities, link training to the requirements of local business, and lead innovations such as tertiary high schools. The new tertiary institution planned at Manukau Centre will increase opportunities for education and training.

THERE IS CONSIDERABLE COMMUNITY ENERGY, ENTERPRISE, CREATIVITY AND KNOWLEDGE, AND MANY EXCELLENT PROGRAMMES IN THE AREA TO BUILD ON.

241_ Many of the strategic partners for the Southern Initiative operate within the area. The Auckland Airport is a key economic driver for Auckland and for New Zealand. A 2007 Market Economics report estimated that the airport adds \$10.7 billion to Auckland's economy and sustains around 153,000

* Submissions to the draft Auckland Plan, Counties Manukau District Health Board

THE OPPORTUNITIES (SEE MAP 1.3)

244. The Southern Initiative area has a combination of attributes distinctive in Auckland and New Zealand.

245. The area is steeped in Māori culture and tradition, with Auckland's oldest, continually occupied papakāinga at Ihumatao. It is the Pacific hub of New Zealand and the world, with a growing number of other ethnicities. These communities have many strengths, including strong family, community and cultural identities, renowned sporting prowess, growing pride in the area, and well-established and emerging community leadership, networks and organisations. The area has many excellent public, arts, leisure and sporting facilities, and programmes which support creativity, healthy lifestyles and well-being, such as Counties Manukau Sports, Bruce Pulman Centre, Let's Beat Diabetes programme, Ōtara Music and Arts Centre and The Māngere Arts Centre.

246. Auckland Airport is Auckland's and New Zealand's gateway to the world. The Southern Initiative area could become one of Auckland's major tourist destinations, complementing the city centre: the area offers a wide range of cultural, natural and built heritage experiences. These include the natural environment of the extensive Manukau harbour and coastline; the volcanic environment, such as Māngere Mountain, Otuataua and Matukutūreia Stonefields; the modern, iconic TelstraClear Pacific Events Centre; the Pacific experience of the Ōtara Markets and Māngere Town Centre markets; and the performing and visual arts at venues such as the Māngere Arts Centre and Nathan Homestead. There is the opportunity to bring these experiences together to create a visitor destination.

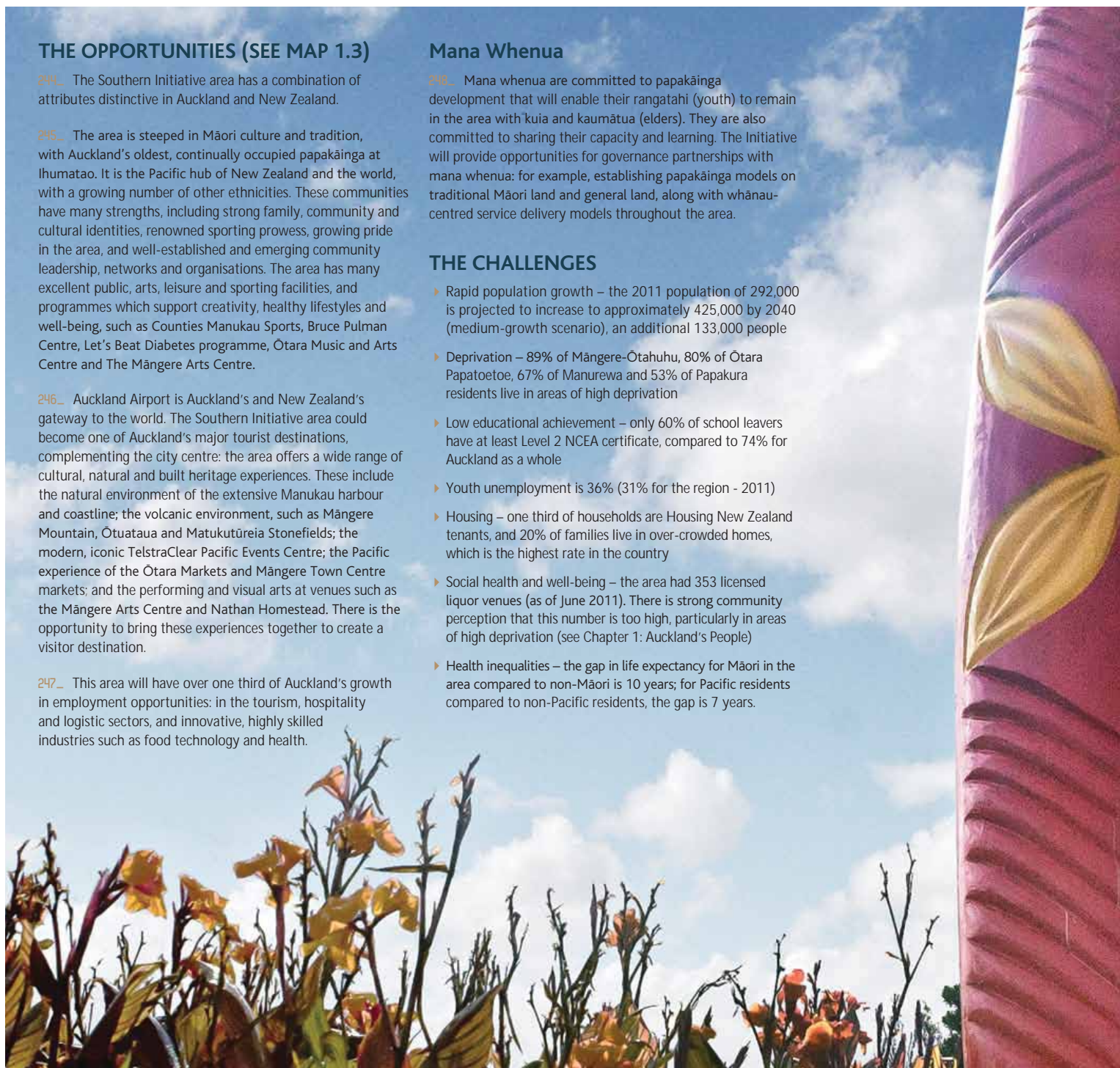
247. This area will have over one third of Auckland's growth in employment opportunities: in the tourism, hospitality and logistic sectors, and innovative, highly skilled industries such as food technology and health.


Mana Whenua

248. Mana whenua are committed to papakāinga development that will enable their rangatahi (youth) to remain in the area with kuia and kaumātua (elders). They are also committed to sharing their capacity and learning. The Initiative will provide opportunities for governance partnerships with mana whenua: for example, establishing papakāinga models on traditional Māori land and general land, along with whānau-centred service delivery models throughout the area.

THE CHALLENGES

- ▶ Rapid population growth – the 2011 population of 292,000 is projected to increase to approximately 425,000 by 2040 (medium-growth scenario), an additional 133,000 people
- ▶ Deprivation – 89% of Māngere-Ōtahuhu, 80% of Ōtara Papatoetoe, 67% of Manurewa and 53% of Papakura residents live in areas of high deprivation
- ▶ Low educational achievement – only 60% of school leavers have at least Level 2 NCEA certificate, compared to 74% for Auckland as a whole
- ▶ Youth unemployment is 36% (31% for the region - 2011)
- ▶ Housing – one third of households are Housing New Zealand tenants, and 20% of families live in over-crowded homes, which is the highest rate in the country
- ▶ Social health and well-being – the area had 353 licensed liquor venues (as of June 2011). There is strong community perception that this number is too high, particularly in areas of high deprivation (see Chapter 1: Auckland's People)
- ▶ Health inequalities – the gap in life expectancy for Māori in the area compared to non-Māori is 10 years; for Pacific residents compared to non-Pacific residents, the gap is 7 years.





THE OVERALL STRATEGIC DIRECTION FOR THE SOUTHERN INITIATIVE IS: STRENGTHENING CHILDREN AND FAMILIES IN STABLE HOMES AND EMPLOYMENT.

TRANSFORMATION

249. The key to improving the quality of life and well-being in the Southern Initiative area is to raise educational achievement and skills, which will lead to well paid employment and the ability to afford secure, quality housing. The foundation for educational achievement is established in the first 5 years of a child's life. Income, educational achievement, employment status and housing are key determinants of health status. Lifting education achievement and ensuring all young people have clear training and employment pathways, makes them work-ready and able to take up employment opportunities. Economic development that creates secure employment must be supported through investment in essential infrastructure such as transport and ultra-fast broadband. Accessible, affordable transport is essential to get people to early learning services, schools, training facilities, health services and jobs. As these priority areas are all interconnected, the Southern Initiative takes an integrated approach. The overall strategic direction for the Southern Initiative is: Strengthening children and families in stable homes and employment.

250. The Southern Initiative has a 30-year time horizon. In the first 5 years, the focus will be on the following priority areas:

- ▶ ensuring strong family attachment and early intervention for children before school
- ▶ providing clear pathways and support for young people to achieve in education and employment
- ▶ creating an outstanding international gateway and destination area
- ▶ promoting economic development and jobs for local people
- ▶ increasing public transport services and encouraging increased use of public transport
- ▶ housing development in Māngere and Manurewa.

The urgent priorities for the first 5 years for the whole of the Southern Initiative are outlined in the following pages.

PRIORITY 1 SUPPORT STRONG FAMILY ATTACHMENT AND EARLY INTERVENTION FOR CHILDREN BEFORE SCHOOL

251_ The early stages of a child's life are the most important for future education achievement. Parental or family support and involvement are critical to a child's development, as is the transition to the first years of school. The Initiative will encourage strong, positive attachment within the family/whānau, and the opportunity to participate in quality, culturally appropriate, early childhood learning. This provides essential skills for transitioning to and settling at school, helping parents and families support their child's learning. Early intervention can be a catalyst for further education, training or employment for parents, through building their confidence and improving their literacy and numeracy skills.

Central government's Green Paper on Vulnerable Children discussion document²⁸, acknowledges that 'vulnerability' arises from an accumulation of risk factors, particularly poverty and disability; and that culturally appropriate early intervention and Early Childhood Education (ECE) programmes are important, as the evidence shows that they benefit children and their families.

DIRECTIVE 1

Develop and deliver a multi-sector programme of actions and effective early intervention models, with priority to vulnerable children.

PRIORITY 2 A CLEAR PATHWAY AND SUPPORT FOR FURTHER EDUCATION, TRAINING OR EMPLOYMENT FOR ALL YOUNG PEOPLE LEAVING SCHOOL

252_ According to the 2006 Census, 30% of Auckland's children and young people live in the Southern Initiative area. It has the highest youth unemployment levels for the region, yet is rich in employment opportunities. 90% of the new employment opportunities in the area require NCEA qualifications but in 2010, 40% of students in the area left school with less than NCEA Level 2 qualifications, compared to 26% for Auckland as a whole. Educational achievement must be raised dramatically and training and employment

pathways well established for all young people, to prepare them for employment opportunities in the area. Examples of initiatives include: all young people developing a career plan before leaving school; more programmes in schools that directly link study and qualifications with local employer needs, and involve family/whānau; prioritising young people from the Southern Initiative area in cadetship and similar schemes; and investigating how procurement policies could encourage contractors to employ local youth.

DIRECTIVE 2

Provide a transition and pathway programme for all children, from year 7 to leaving school.

DIRECTIVE 3

Work with business leaders and employers to enhance job opportunities and connect work-ready youth to local employment.

PRIORITY 3 AN OUTSTANDING INTERNATIONAL GATEWAY AND DESTINATION AREA

253_ The attractiveness of a place contributes to long-term investment decisions and sustainable economic growth. Attractive, friendly places become preferred destinations. There are many beautiful natural and cultural features in the Southern Initiative area. The key is to:

- ▶ ensure that these are connected through street and road networks that make the journey to reach each destination pleasant and uplifting; and
- ▶ enhance the quality of developments in all areas to produce coherence in the built form, making the best of ordinary places and the most of the extraordinary.

254_ The development of Area Plans for the local boards within the Southern Initiative area provides another opportunity for developing an outstanding international gateway and destination. Area Plans depict how the Auckland Plan's directions and aspirations can be implemented at a

local level, integrating economic, environmental, social and cultural outcomes. The Māngere-Ōtāhuhu Local Board has been identified as being one of two boards to begin the area plan process, in part due to major infrastructure projects (e.g. the South-Western Airport Multi-Modal Corridor Study). As well, the presence of different environments (residential, business, major infrastructure, cultural and natural heritage and open space) will be useful in informing the development of the Unitary Plan. Area plans for all four local boards in the Southern Initiative will be completed by 2015.

DIRECTIVE 4

Deliver an outstanding international gateway and destination in the Southern Initiative area to complement Auckland's international city centre and its northern and southern rural, coastal and marine environments.

PRIORITY 4 ECONOMIC DEVELOPMENT AND JOBS FOR LOCAL PEOPLE

255_ The Southern Initiative area has a critical role in Auckland's economic performance, and New Zealand's overall economic well-being. Continual improvements in educational achievement and training, together with job creation that keeps pace with population growth, will ensure that local residents have access to sustainable employment opportunities. To achieve this, regulatory and planning conditions will be developed to encourage businesses and the private sector to invest in the area. The Development Strategy identifies locations for future business growth and the infrastructure required to support business development (see Chapter 6: Auckland's Economy). Auckland Council's role in developing the Unitary Plan will result in a simpler, more transparent and accessible planning system that will speed up projects in the area and foster job creation.

256_ The Māngere Gateway project, Auckland Airport, Manukau Food Innovation Centre, the Health Innovation Hub, and the Greenmount/East Tāmaki and Wiri industrial areas are some of the existing opportunities that can be leveraged to increase employment. New opportunities will be identified as part of the staged programme of action.

DIRECTIVE 5

Develop and deliver a programme for leveraging existing and identifying future economic development opportunities, with a focus on increasing skills and jobs for local people.

PRIORITY 5 INCREASED SERVICES AND INCREASED USE OF PUBLIC TRANSPORT

257_ Many parts of the Southern Initiative are well served by public transport, but residents may not be aware of this. In other areas, vital connections - for example, to the airport - are lacking. The Council, along with Auckland Transport, will review (within one year) and improve public transport services in the area.

258_ A number of other 'multi-modal' transport initiatives planned through to 2030 will improve bus, rail and road connections across all of southern Auckland (see Chapter 13: Auckland's Transport).

DIRECTIVE 6

Complete a review of the public transport service network plan in the area; commence a detailed bus service redesign consultation by the end of 2012; within 1 year procure a new bus service between Onehunga and the Auckland Airport; and deliver a public marketing campaign about transport services for the area.

PRIORITY 6 HOUSING DEVELOPMENT IN MĀNGERE AND MANUREWA

259_ Home ownership or secure, long-term renting of affordable, healthy housing not only improves health and educational outcomes, but gives families a sense of pride, belonging and commitment to their local communities. Many families in the Southern Initiative area have low incomes and/or significant debt, and are unable to buy their own home or afford quality, secure rental housing. There are large concentrations of state housing, especially in Māngere and Manurewa. There is chronic overcrowding, high turnover of tenants and poor quality housing.

260_ Increasing household crowding is the most urgent housing issue in the Southern Initiative area. In 2006, Manukau had the highest incidence of crowding in New Zealand - 10.7%, with 51% of Pacific and 35% of Māori households overcrowded; and 35% of children under 15 years and 33% of 15-24 year olds living in overcrowded households.

261_ There is a housing affordability crisis generally in Auckland, which requires bold, large-scale multi-sector action (see Chapter 11: Auckland's Housing). The Southern Initiative will be a focus for identifying opportunities to increase the supply, choice, quality and affordability of housing. There are opportunities for new housing developments, redevelopment partnerships, and

community-based programmes to increase housing supply, quality and choice, increase home ownership and tenure mix, and make a more attractive environment. Auckland Council will work closely with Housing New Zealand and the Department of Building and Housing to improve the quality of state housing stock. A recent District Plan change in Māngere Town Centre, and possible developments by community housing providers and churches, provide early opportunities in Māngere. Papatoetoe Town Centre could also benefit from the development of well-designed, affordable housing.

262_ A staged and managed release of greenfields land for housing and business growth for Auckland, including the Southern Initiative, is described in the Development Strategy (Section D of the Plan and on the Development Strategy **Maps D.1 and D.2**).

DIRECTIVE 7

Within 5 years, have a programme of housing redevelopment in Māngere and Manurewa under way, supported by a range of financial literacy programmes that prepare families for home ownership and offer innovative, culturally appropriate ways to finance home ownership.

MULTI-SECTOR ACTION PLAN

263_ Achieving the goals and delivering the directives of this Initiative requires multiple stakeholder commitment, collaboration and investment. The Initiative will only succeed if it is owned and (ultimately) driven by local communities. To achieve this, the Initiative must be planned and delivered in a way that builds the area's leadership, capacity, skills and resources.

264_ As central government and Council are major investors in the area, the maximum possible alignment of policies and programmes will increase their effectiveness. Local Boards have developed specific Local Board Plans for their areas through intensive consultation with local communities. These set out a framework to guide decision-making and actions over the next three years. Priorities in the four Local Boards' plans are included in the Initiative.

265_ There are many existing and planned education, employment, cultural and community development initiatives in the Southern Initiative area. For example, significant gains have been made in community safety and crime reduction through collaborative action between central government (New Zealand Police, Ministries of Social Development and Justice), the Council, NGOs and community organisations. Additional Police resources, youth workers, programmes such as the Youth Gangs Initiative and the John Walker Find Your Field of Dreams, have made a tangible difference to many young people's lives. The increased collaboration achieved through the Southern Initiative will build on and accelerate these gains.

266_ However, what is required for transformational change is a community-driven, multi-sector, concentrated, long-term (30-year) focus on the area that both significantly increases the effectiveness of existing investment, and delivers new ways of thinking to unlock the potential of the area and tackle chronic problems.

267_ The Auckland Council is providing high-level political support for transformational change. The Southern Initiative is championed by the Mayor, working with the governing body, local boards, central government, mana whenua, business, community leaders and other strategic partners. These partners will drive the development of a multi-sector action plan which will:

- ▶ be driven by the principles of community-led development, including activities and resources to engage with communities and strengthen existing and emerging community leadership
- ▶ scope out and clarify the roles and contributions of each agency
- ▶ identify opportunities for improved outcomes from existing investment through policy and operational alignment and partnerships
- ▶ identify opportunities for innovation and different ways of working.

The Auckland Council will facilitate the establishment of an appropriate governance structure for The Southern Initiative.

268_ The action plan will be monitored, and subject to ongoing review. The immediate priorities will be to:

- ▶ undertake a stock-take of existing and planned policies, programmes and physical assets for early childhood programmes, school achievement, youth transition, training, employment, and housing development
- ▶ deliver Directives 1-7 above.

DIRECTIVE 8

By December 2012, produce an agreed multi-sector action plan for the area.



Southern Initiative Targets

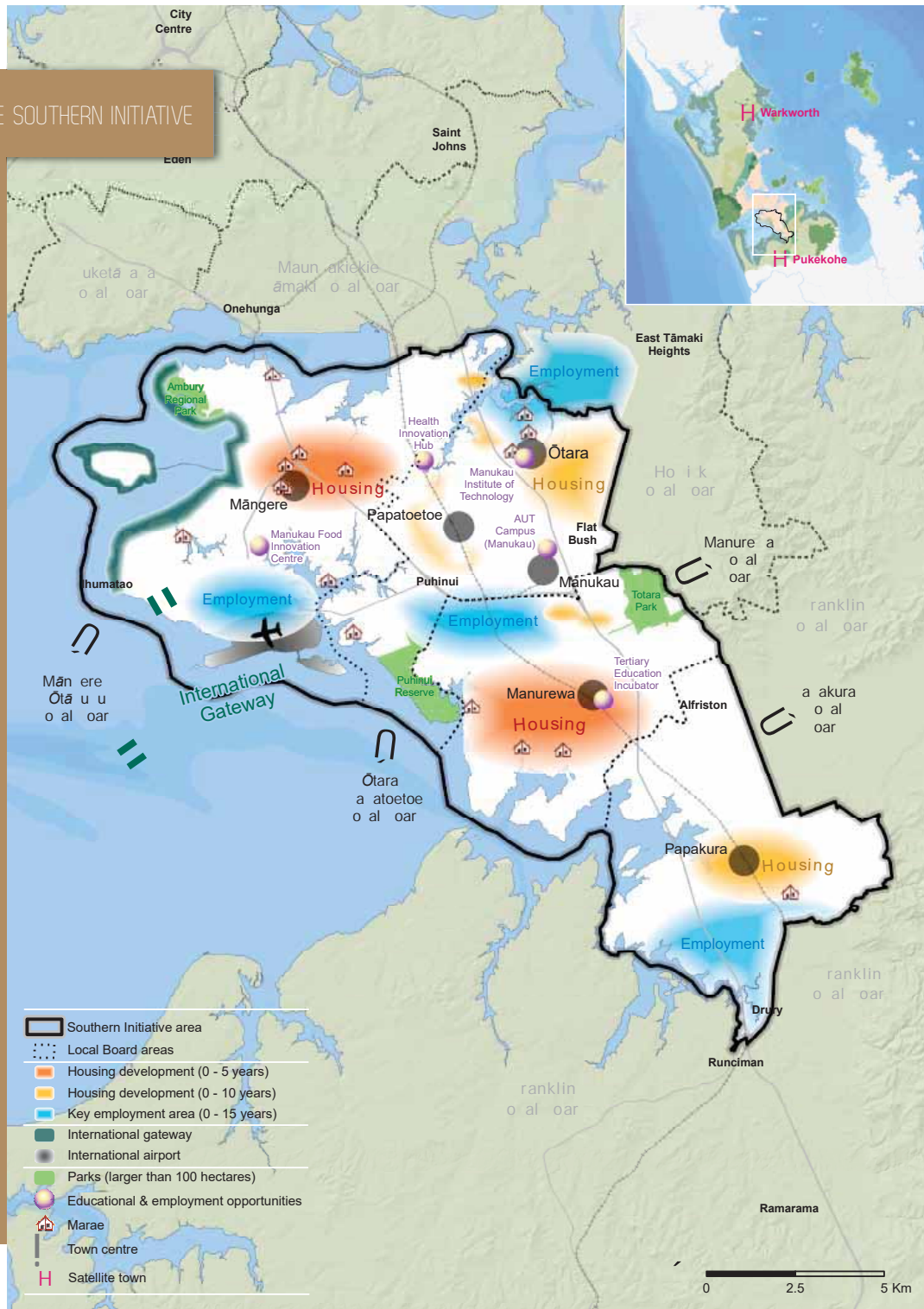
269. The general targets in the Auckland Plan (particularly the Auckland's People and Auckland's Housing chapters) also apply to the Southern Initiative.

The targets below specifically address the Southern Initiative priority issues/directives*:

Area	Target	Measures
<i>Early learning</i>	<ul style="list-style-type: none"> ▶ Increase effective engagement of parents in quality, culturally appropriate early childhood learning services. ▶ Increase participation of Māori and Pacific 3- to 4-year-olds in early childhood education facilities to 98% by 2020. 	<ul style="list-style-type: none"> ▶ Percentage of new school entrants (Year 1) who regularly participated in ECE prior to school. ▶ Number of enrolments in early childhood education. ▶ Statistics on children's average number of hours spent per week in early childhood education. ▶ Participation levels by Māori and Pacific, use of Māori and Pacific languages in ECE, and number of Māori and Pacific teachers working in ECE.
<i>Education</i>	<ul style="list-style-type: none"> ▶ Within 3 years, all 6-year-olds will demonstrate success in numeracy and literacy. ▶ Within 3 years, all young people will have access to career mentoring to effectively support their transition from school to work or further study. ▶ Reduce truancy in the area by 50% within 5 years. 	<ul style="list-style-type: none"> ▶ Number and proportion of young people leaving school with a career plan (MoE). ▶ Proportion of population completing qualifications/degrees (including trade qualifications), and levels achieved. ▶ Attainment levels of Māori and Pacific students in NCEA. ▶ Numbers of students leaving school with NCEA Level 1 or above.
<i>Youth employment</i>	<ul style="list-style-type: none"> ▶ Reduce the number of 16 and 17-year-olds not in education, employment or training (NEET). ▶ Reduce the number of 18-year-olds applying for a benefit in the area, in line with central government targets. 	<ul style="list-style-type: none"> ▶ Number of 16- to 17-year-olds who are NEET (census). ▶ Number of 18-year-olds on a benefit.
<i>Economic Development</i>	<ul style="list-style-type: none"> ▶ By 2020 the unemployment rate in the area matches the rate for all of Auckland. ▶ Within five years, increase the proportion of residents in the area with access to the internet from 36% to 65%. 	<ul style="list-style-type: none"> ▶ Unemployment rate for the region (Statistics NZ). ▶ Access to telecommunication system - internet (Census).
<i>Housing</i>	<ul style="list-style-type: none"> ▶ Percentage of Māori and Pacific home ownership for the area is comparable to home ownership levels of other ethnic groups. ▶ In 5 years, 2000 families will have completed a Pacific financial literacy programme. ▶ Increased numbers of Pacific families have accessed appropriate home ownership schemes by 2020. 	<ul style="list-style-type: none"> ▶ Households in private occupied dwellings (Census). ▶ Number of Pacific families participating in financial literacy programmes (Ministry of Pacific and Island Affairs, MPIA). ▶ Reduction in household debt levels (MPIA). ▶ Improved household income and savings (MPIA).
<i>Public Transport</i>	<ul style="list-style-type: none"> ▶ Complete new bus service between Onehunga and airport within 2 years. ▶ Carry out a customer survey and educational campaign about transport services within 1 year. 	<ul style="list-style-type: none"> ▶ Customer satisfaction survey (to be developed with customer survey/ education campaign).
<i>Health and safety</i>	<ul style="list-style-type: none"> ▶ By 2020, 95% of children (8 months) are immunised. ▶ By 2025 the percentage of residents 15 years and over who smoke will fall to below 3%. ▶ No further increase in the prevalence of obesity in the area by 2020, and then an absolute decrease of at least 1% per annum until 2040. 	<ul style="list-style-type: none"> ▶ Rates of immunisation (MoH). ▶ Smoking status for those aged 15 years and over (Census). ▶ Prevalence of obesity, by age (children and 15+) and ethnicity (NZHS, MoH).

* As local boards, boundaries are not incorporated into census-based statistics (nor many government agencies' statistics), Auckland Council will work with central government agencies to ensure that future census and information sources align with the current Council governance structure.

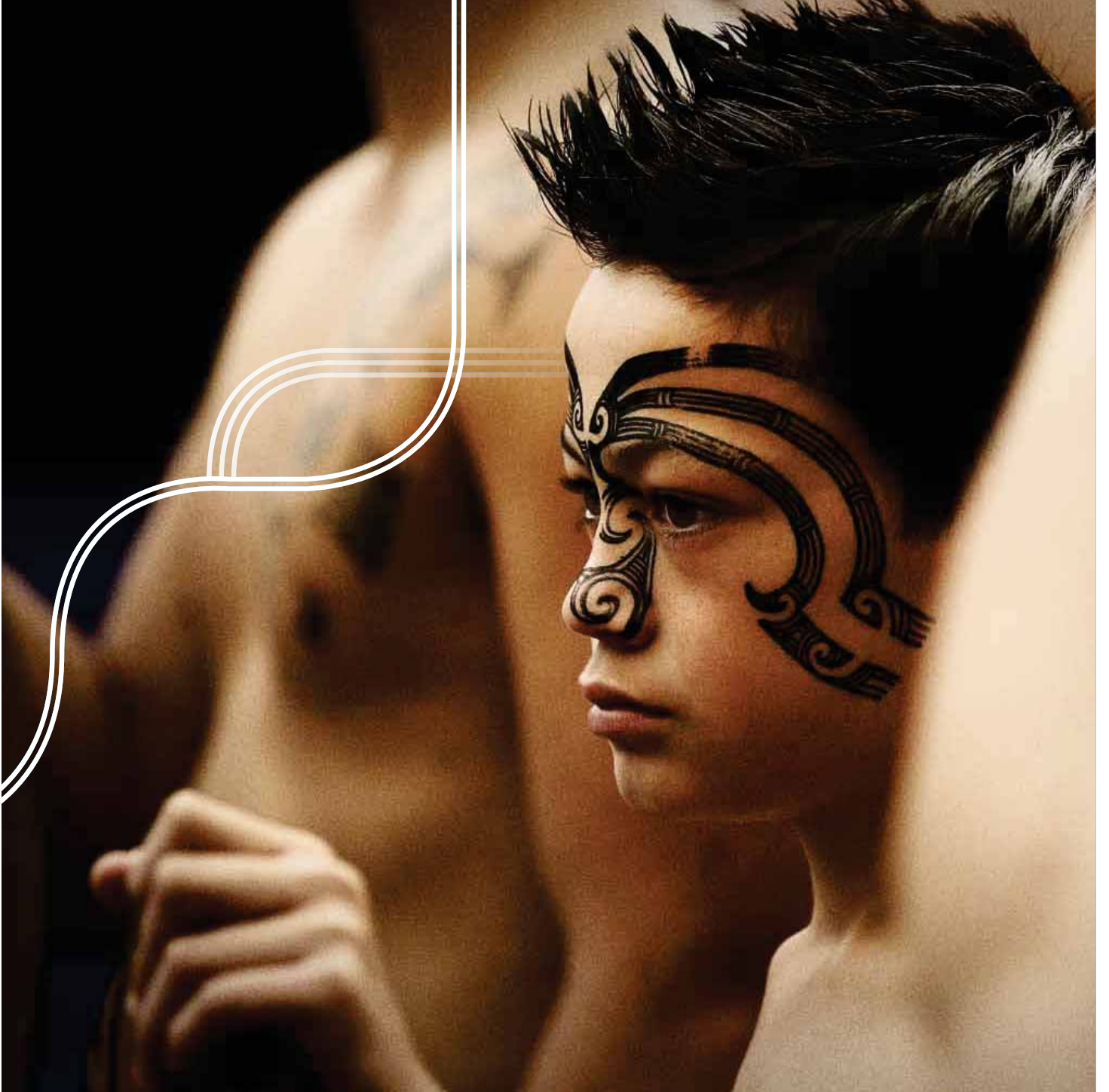
MAP 1.3 THE SOUTHERN INITIATIVE



CHAPTER 2

AUCKLAND'S MĀORI

UPOKO 2 - NGĀ MĀORI O TĀMAKI MAKĀURAU



STRATEGIC DIRECTION 2

ENABLE MĀORI ASPIRATIONS THROUGH RECOGNITION OF TE TIRITI O WAITANGI /
THE TREATY OF WAITANGI AND CUSTOMARY RIGHTS

TARGETS

Increase the number of papakāinga in the Auckland region from 3 to 18 by 2040	Increase the number of reciprocal decision-making processes and arrangements which promote shared governance over matters of significance to iwi from 1 to 16 by 2040	Increase the number of major co-ordinated service delivery programmes between Government and Council that effect Māori from 0 to 5 by 2030
Increase targeted support to Māori community development projects by at least 15 projects by 2040	Incorporate the values, culture and beliefs of the Māori people, in all Auckland-related policies by 2020	Increase the number of Marae development projects that support Māori social and economic development to 7 projects every 5 years by 2030

PRIORITIES

1	2	3	4	5
Establish papakāinga in Auckland	Enable tangata whenua to participate in the co-management of natural resources	Explore partnerships with mana whenua to protect, identify and manage wāhi tapu sites	Enable Māori aspirations for thriving and self-sustaining Marae	Support sustainable development of Māori outcomes, leadership, community and partnerships

AUCKLAND EXPECTS THAT THE TREATY OF WAITANGI AND CUSTOMARY RIGHTS WILL BE HONOURED.

KO TE ARO WHAKAARO O TĀMAKI MAKĀURAU TE TOHE KIA WHAKAHŌNORETIA TE TIRĪTI Ō WAITANGI ME NGĀ TIKANGA I TUKU IHO.

270_ Section A of this Plan sets out the Māori Responsiveness Framework, which proposes the relationship between the Auckland Council, mana whenua and Mataawaka. It incorporates the statutory obligations to Māori and outlines ways Māori can contribute to the future development of Auckland.

271_ This Chapter identifies five issues specifically relating to Māori interests. Other Chapters deal with issues affecting the broad community including Māori, for example Chapter 7: Auckland's Environment, Chapter 1: Auckland's People, and Chapter 6: Auckland's Economy.

272_ The Auckland Plan will enable and support mana whenua and Mataawaka aspirations and provide opportunities for them to contribute to the future well-being of Auckland. Fundamental tenets to guide future outcomes include:

- ▶ creating a relationship where Māori are fully engaged in decisions concerning matters of significance to them
- ▶ making smarter decisions about how best to support Māori aspirations
- ▶ forming sustainable partnerships with Māori that have mutually beneficial, Auckland-wide outcomes
- ▶ recognising and providing for the customary right outcomes from historical Treaty Settlements and contemporary claims made under the Marine and Coastal Area (Takutai Moana) Act (2011).

273_ Auckland's Strategic Direction is to: Enable Māori aspirations through recognition of Te Tiriti o Waitangi/Treaty of Waitangi and Customary Rights. The transformational shift sought is to 'Significantly lift Māori social and economic well-being' (see Section C: The Journey to 2040).

274_ The direction and outcome statements provide guidance for all policy relating to Māori interests, and promote the following principles:

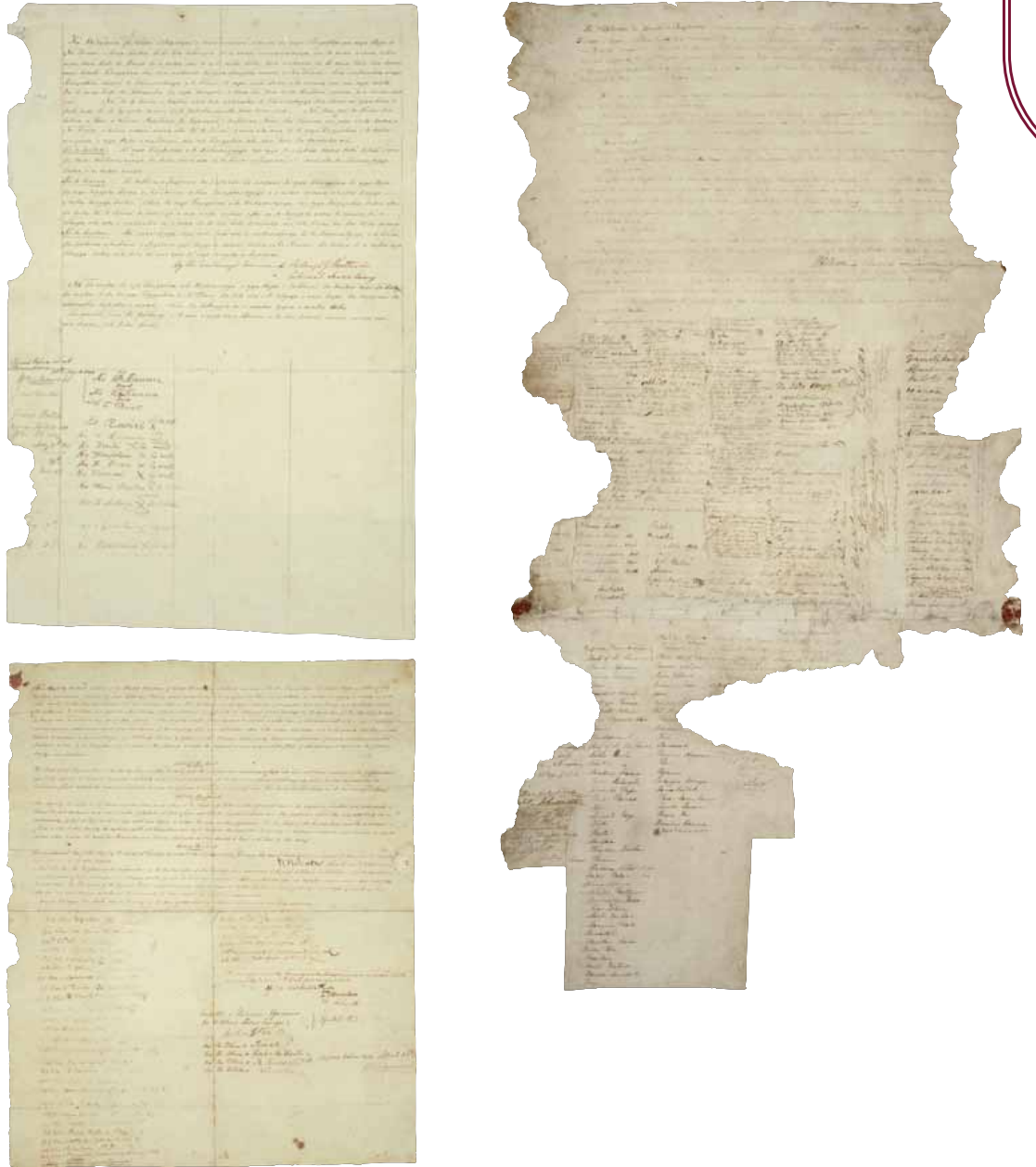
Decision-making and resources:

- ▶ create sustainable models for governance
- ▶ establish partnerships that enhance the Māori contribution to the vision for Auckland
- ▶ investigate alternative decision-making processes which empower parties to an agreement
- ▶ provide appropriate levels of support to enable Māori initiatives.

Sustaining reciprocal relationships:

- ▶ inform Auckland of the history and special place of mana whenua
- ▶ develop collaborative processes that promote a better understanding of significant issues affecting Māori in Auckland
- ▶ help communities to embrace the culture that is New Zealand's key point of difference with the world.

FIGURE 2.1
TE TIRITI O WAITANGI



PRIORITY ESTABLISH PAPAĀINGA IN AUCKLAND

275_ Papakāinga have the potential to become a model for community/village development. Like marae, papakāinga are an important extension of who iwi are, where they came from and their aspirations for future development. Enhancing opportunities for existing papakāinga and establishing new papakāinga continue to be important matters for iwi. Papakāinga present an opportunity for an integrated approach to community or village development. This requires co-ordinated support mechanisms to integrate funding, health and education initiatives, and economic development.

276_ The Council will work with iwi, the government, and financial institutions to find ways to access funds for papakāinga development. Additionally, inappropriate regulatory constraints that hinder papakāinga development will be reviewed and amended.

277_ The papakāinga concept is not limited to the cultural configurations attached to mana whenua. It can also be applied to Mataawaka interests as part of affordable housing: supporting physical and social infrastructure are found in papakāinga. As 90% of Auckland Māori have difficulty in accessing satisfactory, affordable housing, papakāinga housing could benefit some of these people. The Auckland Plan recognises that papakāinga applies to the development of Māori ancestral land or where appropriate, to land held in general title by mana whenua. Figure 2.2 identifies the Orākei papakāinga whare concept.

FIGURE 2.2 ORĀKEI PAPAĀINGA WHARE CONCEPT



DIRECTIVE 2.1

Investigate and implement a suite of options to support papakāinga development on both traditional Māori land and general land.

PRIORITY 2

ENABLE TANGATA WHENUA TO PARTICIPATE IN THE CO-MANAGEMENT OF NATURAL RESOURCES

278_ In recent times, Te Tiriti o Waitangi land claims required central and local government to re-examine their relationship with mana whenua regarding natural resource management. As a result, both central and local government and mana whenua agree that co-management/governance is a tenable approach to address the management and ownership of natural resources.

279_ Engagement with iwi over plan changes and resource consents is disjointed and often inhibits an effective resource management regime. The comparative lack of resource available to mana whenua groups can hinder their effective participation in co-management. Mana whenua must be given the opportunity to participate effectively in the co-governance and management of natural resources, cognisant of Te Tiriti settlement outcomes, and within the current regulatory framework.

DIRECTIVE 2.2

Implement a co-governance and management framework in collaboration with mana whenua.





PRIORITY 3 EXPLORE PARTNERSHIPS WITH MANA WHENUA TO PROTECT, IDENTIFY AND MANAGE WĀHI TAPU SITES

280_ The unique heritage and cultural features of Auckland have been depleted and continue to be under threat as a result of urban expansion and some farming activities. Mana whenua across Auckland have felt this keenly, and have consistently remonstrated against the loss and damage to wāhi tapu and sites of significant cultural heritage. The strong spiritual relationship of mana whenua with wāhi tapu means that even when such places have passed out of their ownership or have been damaged, destroyed or desecrated, they can still be highly valued and tapu (sacred). Provisions regarding wāhi tapu and sites of significance are expressed in legislation and are commonly at the heart of environment court action. They also form part of Te Tiriti settlement claims. There is now an urgency to identify, manage and protect wāhi tapu and other significant sites associated with mana whenua.

DIRECTIVE 2.3

Recognise and provide for the unique cultural heritage status of wāhi tapu.



PRIORITY 4 ENABLE MĀORI ASPIRATIONS FOR THRIVING AND SELF-SUSTAINED MARAE



281_ Marae built in the 1970s, 1980s, and 1990s now need to be upgraded to meet existing and future demand. However, the ability of marae trust boards to qualify for funding for larger facilities is hindered by high initial outlay in terms of up-front contributions, concept and design work, feasibility studies, and resource consents. In addition, it is often difficult for Māori land owners to raise capital for marae works through land sale or debt financing.

282_ Marae can be a focal point for social, economic and cultural development. The feasibility of supporting marae facilities and projects must be assessed and new ways of funding investigated, including possible private sector participation. The core tenet to any approach must be continued Māori governance and control over marae. Marae are often the desired sites for papakāinga developments, and housing for kuia and kaumātua.

DIRECTIVE 2.4

Support marae development to achieve social, economic and cultural development.



PRIORITY 5 SUPPORT SUSTAINABLE DEVELOPMENT OF MĀORI: OUTCOMES, LEADERSHIP, COMMUNITY AND PARTNERSHIPS

283_ Specific Māori outcomes for Manukau, Papakura and Waitākere have been developed by former councils. The development of specific Māori outcomes arose as a consequence of:

- ▶ dense Māori populations in these areas
- ▶ local Māori advocacy, and long-standing relationships with councils
- ▶ commitment to their statutory obligations to Māori relating to the Treaty of Waitangi
- ▶ a belief that measurable, well-being gains for Māori can most effectively be achieved by focusing on Māori priorities.

284_ Core issues for Māori outcomes are:

- ▶ capacity for independent governance and management capability
- ▶ planning
- ▶ relationships.

285_ Fostering the facilitation of robust Māori outcomes is a strategic social investment for the future of Māori communities. Through proactive relationship building and engagement with wider Māori communities the strategic gains will be:

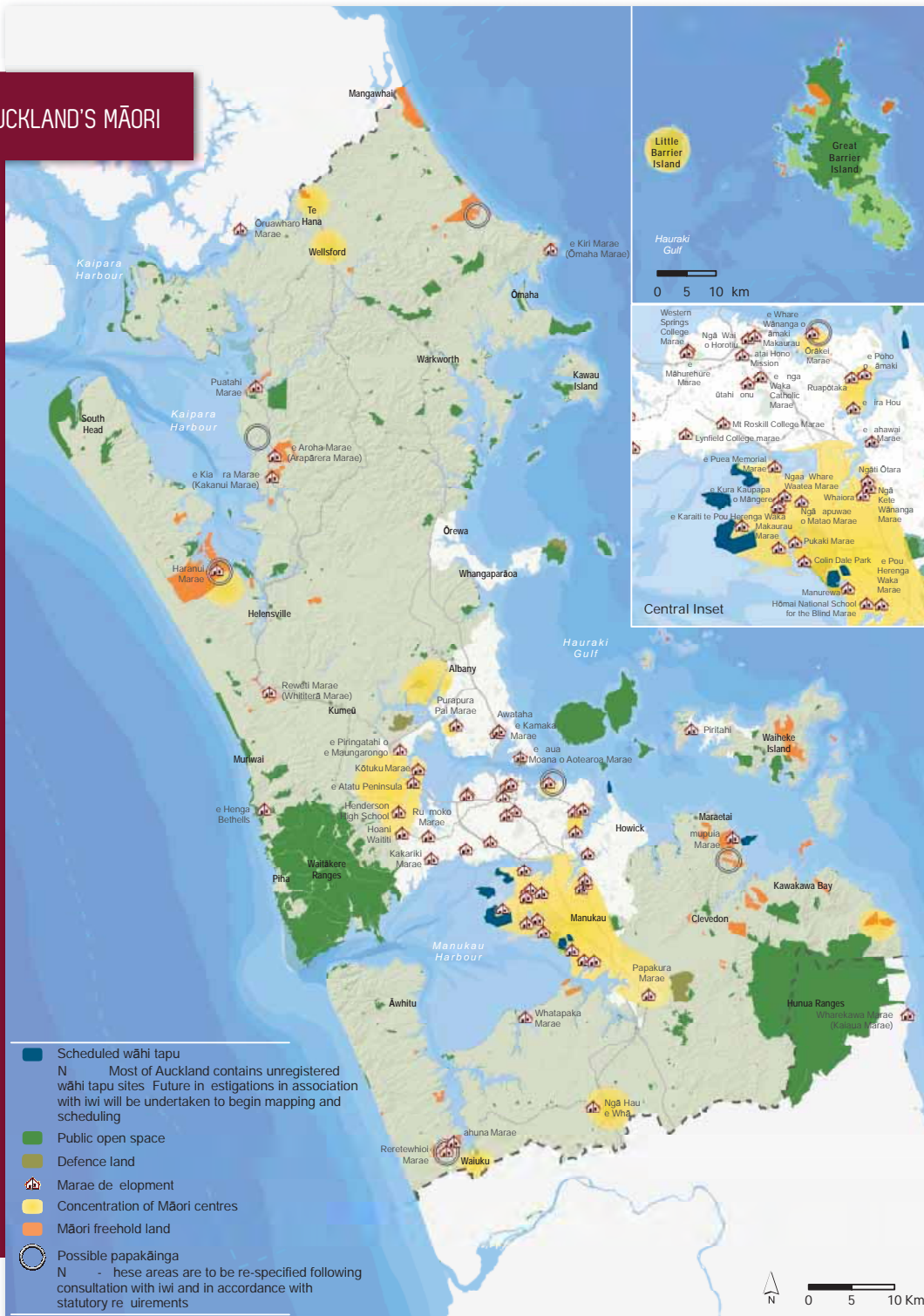
- ▶ infrastructure to support robust democratic participation by Māori communities in shaping Auckland, and achieving Māori outcomes
- ▶ social cohesion
- ▶ good governance.

DIRECTIVE 2.5

Prioritise facilitation of Māori outcomes through a comprehensive and coordinated development programme.



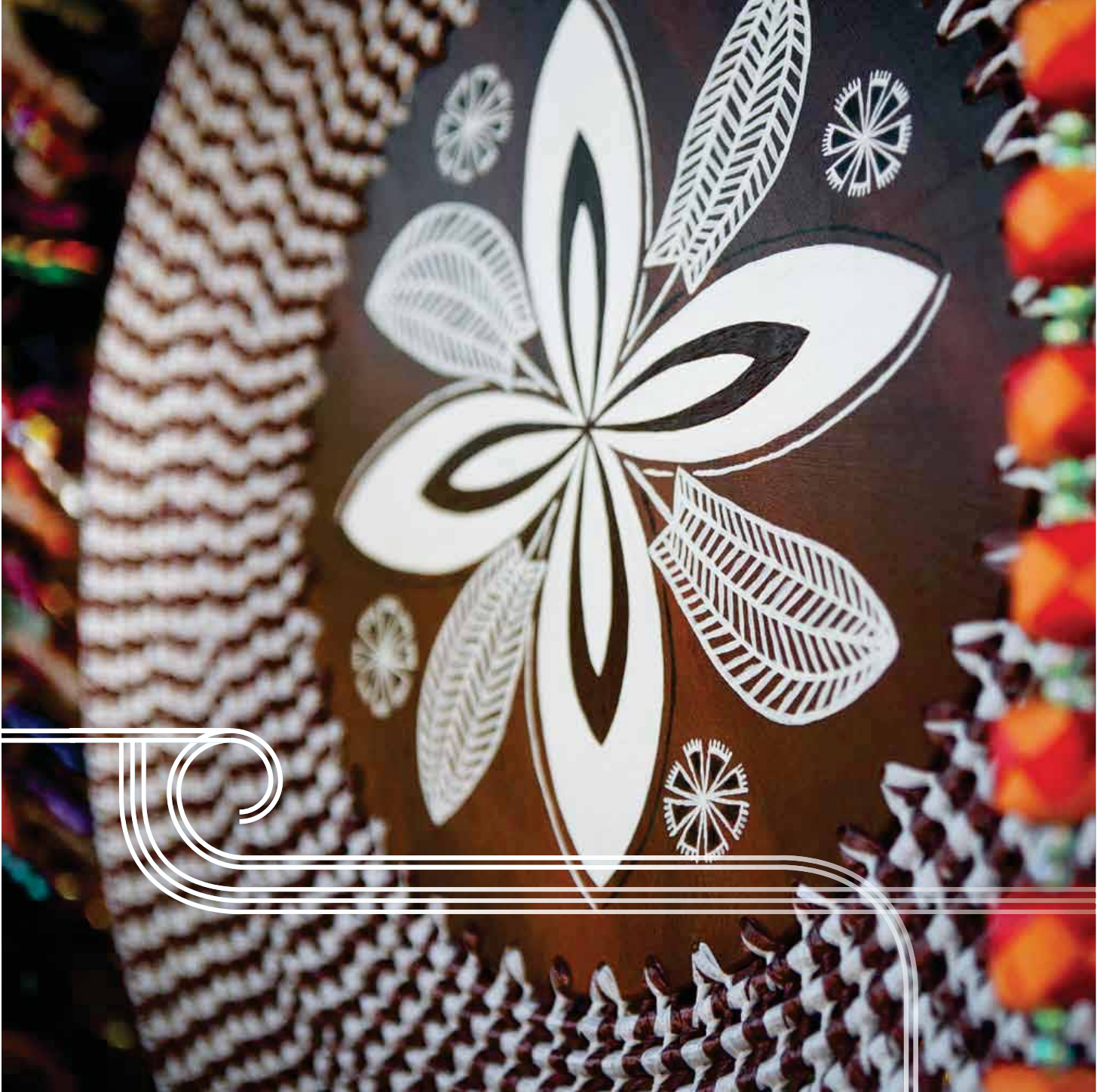
MAP 2.1 AUCKLAND'S MĀORI

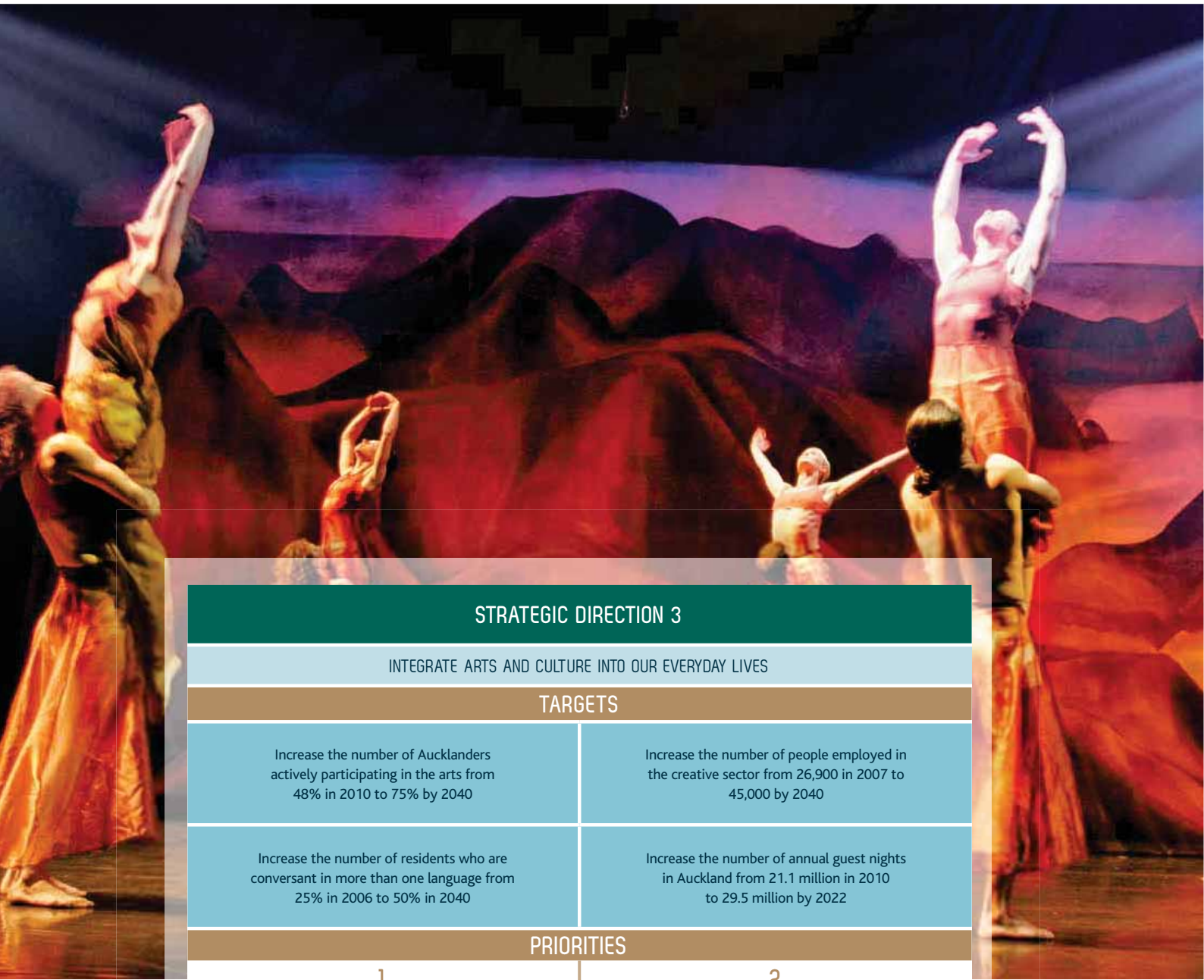


CHAPTER 3

AUCKLAND'S ARTS & CULTURE

UPOKO 3 - NGĀ TOI ME NGĀ TIKANGA-Ā-IWI O TĀMAKI MAKĀURAU





STRATEGIC DIRECTION 3

INTEGRATE ARTS AND CULTURE INTO OUR EVERYDAY LIVES

TARGETS

Increase the number of Aucklanders actively participating in the arts from 48% in 2010 to 75% by 2040

Increase the number of people employed in the creative sector from 26,900 in 2007 to 45,000 by 2040

Increase the number of residents who are conversant in more than one language from 25% in 2006 to 50% in 2040

Increase the number of annual guest nights in Auckland from 21.1 million in 2010 to 29.5 million by 2022

PRIORITIES

1

Value and foster Auckland's cultural diversity

2

Value our artists, our creative sector and our cultural institutions



AUCKLAND EXPECTS THAT OUR ARTS AND CULTURE WILL THRIVE, UNITE, DELIGHT, CHALLENGE AND ENTERTAIN, AND ALSO DRIVE WEALTH AND PROSPERITY FOR INDIVIDUALS AND FOR AUCKLAND.

KO TE ARO WHAKAARO O TĀMAKI MAKĀURAU, TĒRĀ Ā TĀTOU MAHI TOI ME NGĀ TIKANGA-Ā-IWI TE ORA AKE, WHAKAKOTĀHI, WHAKARĀWE, TOHE ME TE WHAKANGĀHAU, KA TAKI HOKI I NGĀ MEA E HUA AI TE ORANGA ME TE TŌNUITANGA KI TE TANGATA KI A TĀMAKI MAKĀURAU KĀTOA.

286_ Our arts and culture connect and strengthen us as communities. They provide enjoyment and they challenge us to see the world through the eyes of others: to connect across cultural divides, to celebrate our differences, and to explore new ideas and diverse ways of living.

287_ Arts and culture are central to Auckland's character and identity, and attract people to visit and to live here. Both indoor and outdoor cultural experiences attract Aucklanders and New Zealanders, who might otherwise go abroad to find them.

288_ 'Culture' reflects the shared attitudes, values, goals and practices of a group of people. A diversity of cultures forms the heart of Auckland. It is who we are. It is the key to our past, and who we might become in the future.

289_ Māori culture is core to what distinguishes us from other cities in the world. The cultures of our Pacific populations are also defining features.

290_ Auckland has become increasingly ethnically and socially diverse, and this trend is likely to continue. Migrants bring with them their own cultural heritage (See Chapter 1: Auckland's People).

291_ Auckland's diverse ethnicities and populations sustain, share and sometimes combine their individual cultural traditions, including music, performance, art, literature, lifestyles, and gardens. This results in communities of broad interest and cultural connection, which adds to Auckland's richness. These traditions foster the conditions required for acceptance, tolerance, adaptation and creativity. A unique cultural tapestry has developed.

292_ Cultural wealth and creativity are recognised as important sources of comparative advantage. Auckland's art and cultural endeavours have resulted in burgeoning creativity that is the foundation for a range of successful initiatives and enterprises.

293_ Auckland has inspired and sustains artists, musicians and writers whose work is appreciated nationally and internationally. Auckland has generated an abundance of creative industries, which have led to wealth and job creation through generating and exploiting intellectual property. This has unlimited potential for further growth. The Auckland Plan provides the framework within which Auckland's arts and culture can be understood, valued, and benefit all Aucklanders and visitors. It helps to position Auckland as unique, creative, internationally engaging and connected.

294_ Figure 3.1 illustrates how arts and culture impact across communities and the economy, and how they foster understanding, tolerance, and learning.

FIGURE 3.1 IMPACTS OF ARTS AND CULTURE



With thanks to the Auckland Philharmonia Orchestra





PRIORITY 1 VALUE AND FOSTER AUCKLAND'S CULTURAL DIVERSITY

295_ Auckland has great value as a place where a diverse and innovative range of contemporary and traditional cultural and lifestyle expressions is recognised, welcomed and celebrated.

296_ The position of Māori as mana whenua and Treaty partners is formally acknowledged within New Zealand's trilingual status, along with English and New Zealand Sign Language. Te reo embodies Māori traditions and values, and efforts are being made to foster the language and widen its accessibility in order to carry these values forward. Māori culture is etched on the landscape through stories, music, art, wāhi tapu, and major archaeological sites such as volcanic cones. (See Chapter 2: Auckland's Māori).

297_ Auckland also has a rich cultural heritage as the largest Polynesian city. While the different Pacific cultures are nurtured individually, our Pacific heritage has also coalesced, manifesting in a burgeoning and dynamic proliferation of cultural expression. Music and art with their roots in the Pacific flourish in Auckland, and particularly South Auckland. This is demonstrated, for example, in the Pacific Music Awards, and the popular annual Pasifika festival.

298_ Auckland has attracted people from across Asia - principally China, India and Korea. They bring their own cultural traditions, customs, languages, art and music. Strong cultural links through education, business and migration networks in Auckland that connect to countries of origin, have the potential for further cultural appreciation and economic benefits (see Chapter 6: Auckland's Economy).

299_ We recognise and celebrate local and national cultural events, such as Waitangi Day, ANZAC Day commemorations, Women's Suffrage Day, Agricultural and Pastoral shows, the Big Gay Out and the Anniversary Day regatta. We enjoy learning about different cultures, particularly through festivals such as Diwali and the Chinese Lantern Festival. Celebrating and learning about our diverse cultures through such tangible expressions are a strong part of who we are as Aucklanders.

DIRECTIVE 3.1

Encourage and support a range of community events and cultural festivals that reflects the diversity of cultures in Auckland.

DIRECTIVE 3.2

Support people to retain and cultivate their languages and other forms of cultural expression.

PRIORITY 2 VALUE OUR ARTISTS, OUR CREATIVE SECTOR AND OUR CULTURAL INSTITUTIONS

300_ Auckland is home to a substantial number of professional artists. Through their work – in galleries, theatres and public places – they delight and entertain us, and make us think about the world we live in. Through public and street art they enrich our daily lives and make Auckland a vibrant and interesting place (see also Chapter 10: Urban Auckland). There is an opportunity for Auckland to further recognise our most talented artists through developing Arts Laureate schemes.

301_ In addition, community art encourages the expression of community values and identity. Such participation is an opportunity to engage socially and culturally, to explore feelings and attitudes, and to develop skills and appreciation. It is a way of bringing people together and building connectedness.

302_ The creative industries and our professional artists contribute to our economic future, by creating and showcasing our rich and diverse cultural identity to the world. Industries such as motion graphics, fashion, film, music and animation, generate revenue and create employment, while making Auckland an exciting and stimulating place to live and work. Our economic development depends on growing, attracting and retaining creative talent and innovative thinkers (see Chapter 6: Auckland's Economy). More than 20,000 people work in the creative industries in central Auckland: they contributed 7% to GDP of central Auckland in 2006. The sector includes design, publishing, performing arts, visual arts, and music and screen production²⁹. Aucklanders in these industries are entrepreneurial, as the example of innovative computer game development shows (see right).

Computer game development

Fourteen of Auckland's fledgling game development companies, which already employed 160 full-time workers, planned to create a further 135 full-time high-tech creative jobs in Auckland by April 2012. In addition, two international companies, French-owned Gameloft and Australian-owned Gameslab, have opened Auckland studios this year to tap into local talent. Gameloft is said to be hiring up to 60 people, making it New Zealand's second-biggest game development company after Wellington-based Sidhe. The small local industry started by developing games for specially built consoles such as PlayStation and Xbox, but has been transformed by the arrival of much more accessible online platforms such as Facebook, mobile phones and iPhones. Barriers to entry in the sector are relatively low compared with other "screen" industries such as television and film. The market has an almost unique combination of characteristics. Anyone can sell into the market via open platforms such as Apple's iPad and iPhone. Developers have access to the global market across the internet. The business model is based on selling cheaply in order to achieve high volumes. In combination, these elements make it easy for aspiring developers to create and sell applications in a sector not fettered by New Zealand's remoteness.



303_ We will support our creative people and enterprises for the richness they add to our lives and to Auckland through their creations, and for the economic contribution they make, especially through exporting their ideas and products to the world. This support can be through access to performance and exhibition spaces, public art, residencies, and mentoring opportunities.

304_ As a relatively small city by international standards, Auckland is fortunate to host a range of significant art and cultural institutions and collections. Some examples are the Auckland Art Gallery Toi o Tāmaki, the Auckland War Memorial Museum Tāmaki Paenga Hira, the Auckland Philharmonia Orchestra, the heritage collections of Auckland Libraries Ngā Whare Mātauranga o Tāmaki Makaurau, the Auckland Zoo and the Auckland Theatre Company (see Map 3.1). Institutions such as these capture and sustain our history, creativity and identity. As well, they enrich Auckland's place in the world, particularly through tourism. These institutions are a cornerstone in our cultural infrastructure; they instil confidence in us of our place in the world, and are crucial to competing in the international arena.

DIRECTIVE 3.3

Support artists and creative enterprises which contribute to Auckland's vibrancy, sense of community and its economy.

DIRECTIVE 3.4

Foster and encourage the development of the creative sector.

The generosity and foresight of Auckland's founders such as Ngāti Whātua, Waiōhua, Tainui, and Hauraki iwi, Sir George Grey, James Tannock Mackelvie, Sir John Logan Campbell and Emilia Maud Nixon have resulted in a cultural heritage resource unequalled in New Zealand.

These art, object and documentary heritage taonga are housed in galleries, libraries, archives and museums, many of which are governed by Auckland Council, while others are part of the government and tertiary education sectors.

They have been gifted with the expectation they will be protected in perpetuity. Together they contribute significantly to the cultural and economic well-being of Auckland and New Zealand. All face common challenges, such as conservation storage, physical and digital access, preservation, marketing and access to specialist expertise. While these collections are of national and international

significance, most of their funding is local. There are opportunities to work collaboratively and with central government on joint initiatives: for example shared storage, a documentary heritage centre to showcase rare books, archives and manuscripts, collective programming and national funding models.

Contemporary philanthropists, both individuals and organisations, continue this tradition of generosity and foresight. Strengthening and encouraging philanthropy is vital for arts, culture and heritage to flourish in Auckland and New Zealand.

305_ The Auckland War Memorial Museum Tāmaki Paenga Hira holds the largest Pacific collection globally. Through such collections and venues we can showcase our stories to the world. Agencies need to work together to expand the capacity of venues for showcasing, accessing, and preserving our arts and culture.

306_ We aim to strengthen and make sustainable the institutions that are of an international standard, thereby improving Auckland's appeal as a tourism destination.

307_ Many of Auckland's cultural institutions of international scale are located in the central city. It is not cost-effective to replicate large institutions across all of Auckland, and it is important to create a cluster of attractions for the visitor industry. We will generally locate any new major cultural institutions centrally. We will ensure entry to these institutions is affordable and accessible: public transport and outreach programmes to other parts of Auckland will aid accessibility.

308_ Auckland requires a diverse range of facilities at every level for diverse forms of cultural participation and performance. Needs range from large national and international institutions and performance venues to local galleries, performance venues and museums, community cultural centres and local halls. We will continue to support such venues and programmes currently in existence and, over time, fill any gaps there may be at a local or sub-regional level. While many institutions and venues receive public funding, a significant number are reliant on the private sector and individual support.

309_ Auckland's libraries add a vital dimension to our cultural institutions. They hold a wealth of material that reflects the identity of local communities and the history and cultural heritage of Auckland. Our libraries have some of the earliest and most important printed material of both European and Māori culture. We will ensure that our libraries continue to contribute to the cultural life of Auckland, while remaining relevant as communities and technology change. (see Chapter 12: Auckland's Physical and Social Infrastructure).

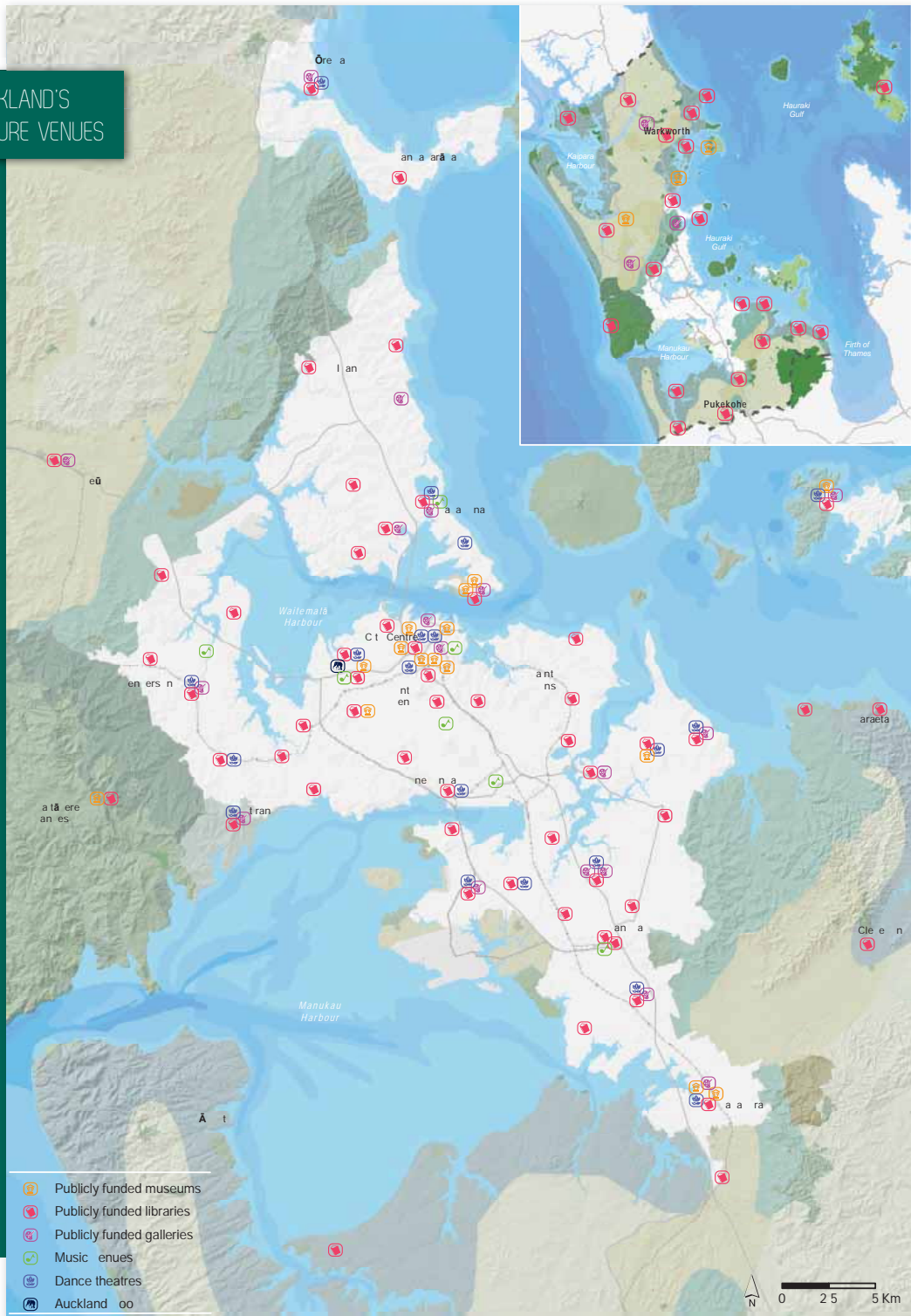
310_ Important cultural activity also occurs outside institutions: in streets, in open spaces, and through informal and spontaneous activity and interaction. We connect with and enjoy our surroundings and give diverse communities a sense of belonging through large- and small-scale public art and street art.

DIRECTIVE 3.5

Promote the city centre as a focus for major cultural institutions and develop a diverse supporting network of cultural centres and programmes across Auckland.



MAP 3.1 AUCKLAND'S ARTS & CULTURE VENUES



CHAPTER 4

AUCKLAND'S HISTORIC HERITAGE

UPOKO 4 - NGĀ TAONGA NŌ TUAWHAKARERE O TĀMAKI MAKĀURAU



STRATEGIC DIRECTION 4

PROTECT AND CONSERVE AUCKLAND'S HISTORIC HERITAGE FOR THE BENEFIT AND ENJOYMENT OF PRESENT AND FUTURE GENERATIONS

TARGETS

Increase the number of scheduled historic heritage places by 100% from 2,100 to 4,200 by 2030

Increase the percentage of area in Auckland that has been assessed for historic heritage values from 30% to 100% by 2040, prioritising areas identified for growth and intensification

From 2013, ensure a year-on-year increase in community satisfaction with heritage management in Auckland, achieving an 80% satisfaction rate by 2020

PRIORITIES

1

Understand, value and share our heritage

2

Invest in our heritage

3

Empower collective stewardship of our heritage

AUCKLAND EXPECTS THAT OUR UNIQUE HISTORIC HERITAGE WILL CONTINUE TO IMPROVE OUR QUALITY OF LIFE – BY REINFORCING OUR SENSE OF PLACE AND IDENTITY – AND PROVIDE A LEGACY FOR FUTURE GENERATIONS.

KO TE ARO WHAKAARO O TĀMAKI MAKĀURĀU TĒRĀ NGĀ KŌRERO TUKU IHO MOTUHĀKE E PĀ NEI KI A TĀTOU TE WHAKANUI TONU I TŌ TĀTOU ĀHUA NOHO MĀ TE WHAKAPAKARI TONU I TŌ TĀTOU WHAKAARONUI KI TĒNEI WĀHI ME TŌ TĀTOU HĀNGAI KI A IA ĀPITI ATU KI TĒRĀ TŌNA MAHUE HEI TAONGA TUKU IHO KI NGĀ WHAKATUPURANGA KEI TE HEKE TONU MAI.

311_ Our heritage is a legacy to pass on to future generations. Heritage reinforces our sense of history and place, is central to our well-being, and helps define what is unique and distinctive about Auckland. It is more than a social or environmental asset; it is also an important driver for economic development.

312_ Auckland has its roots in the natural topography and coastal environment, which has been shaped over the centuries by natural events as well as people, their needs and their aspirations. Our rich and diverse historic heritage includes the Auckland War Memorial Museum (Tāmaki Paenga Hira) and the Auckland Domain. It encompasses the extensive archaeological landscapes of Ōwhitu Peninsula, the Auckland Isthmus volcanic cones, the Ōtuataua stone fields and the Franklin volcanic fields. It includes post-war architecture such as the Group Architect houses; infrastructure and engineering feats such as the Grafton Bridge; and our Victorian and Edwardian buildings. Our heritage places comprise sites, features, areas, townscapes, streetscapes, landscapes, settlements and other historical places. We value them as outstanding features in the Auckland landscape, and appreciate both their natural and human-made elements (see also Chapter 7: Auckland's Environment).

313_ Historic heritage is of fundamental importance to tangata whenua, their culture and traditions. Sites of significance to tangata whenua, including wāhi tapu, are an important part of their heritage, established by whakapapa. Inherent in this relationship are ancestral obligations such as kaitiaki, to maintain and enhance the mauri of these places (see Chapter 2: Auckland's Māori). Tangata whenua have developed their own knowledge, expertise and customary practices to care for heritage places. Retaining this knowledge and expertise is important, and something we will treasure and respect.

314_ Aucklanders are passionate about historic heritage. It contributes to our sense of belonging and identity, enriches our environment, provides continuity in our communities, and is a source of pride. A 2011 survey of a cross-section of the Auckland population shows that 88% of respondents believe that protection of historic heritage is important, 78% have visited a historic heritage site in the last six months, and 54% think historic heritage is not well understood in their area. We need to maintain this level of public appreciation and enjoyment of our heritage, and look for new opportunities to improve understanding of Auckland's heritage values.

315_ Several organisations contribute to the effective management of Auckland's historic heritage; some have statutory responsibilities, while others are driven by a knowledge of and passion for our heritage. These include the New Zealand Historic Places Trust (NZHPT), the Department of Conservation, the Ministry for Culture and Heritage, tangata whenua, the extensive network of local historical societies, community groups, and individuals.

316_ Our approach to historic heritage within Auckland is to be proactive and positive. We need to understand our heritage places, value them, and share our stories about them. We will therefore develop strong, robust and transparent mechanisms to identify, protect, manage and conserve our significant heritage places. This will be supported through investment, and by empowering Aucklanders to engage in the stewardship of our historic heritage (see Figure 4.1).

FIGURE 4.1
MAKING AUCKLAND'S
HERITAGE A POSITIVE PART
OF OUR EVERYDAY LIVES





PRIORITY

1 UNDERSTAND, VALUE AND SHARE OUR HERITAGE

317_ The significance of our historic heritage is complex, and embraces all the diverse cultural, social, environmental and economic values people associate with it. In order to identify and communicate what is important about our historic heritage, we first need to understand it. **Map 4.1** shows the distribution of heritage places that are currently scheduled for protection and non-scheduled items in the Cultural Heritage Inventory (CHI). However, the existing information base for our heritage is incomplete, out-dated or inaccurate in many areas. Investment is required to conduct research and surveys, to produce a comprehensive information service of Auckland's historic heritage. This improved evidence base will provide a consistent way of assessing heritage values, will inform decision-making, and provide an accessible record for public use and enjoyment. The CHI contains information on over 17,000 heritage places, including archaeological and maritime sites, built and botanical heritage areas and places and sites of significance to tangata whenua. Scheduled historic heritage includes those items identified in legacy regional and district plans for protection. The Unitary Plan will in future be the statutory document which protects historic heritage.

318_ There are many untold stories about our historic heritage – they may be culturally or locally specific, not written down, poorly understood, under-appreciated, or inaccessible. They include oral history, languages, visual/ performing arts, cultural practices, festival events and community-based heritage of local value (see Chapter 3: Auckland's Arts and Culture). Auckland will celebrate the breadth of this heritage and actively promote it to increase public awareness, understanding and appreciation.

DIRECTIVE 4.1

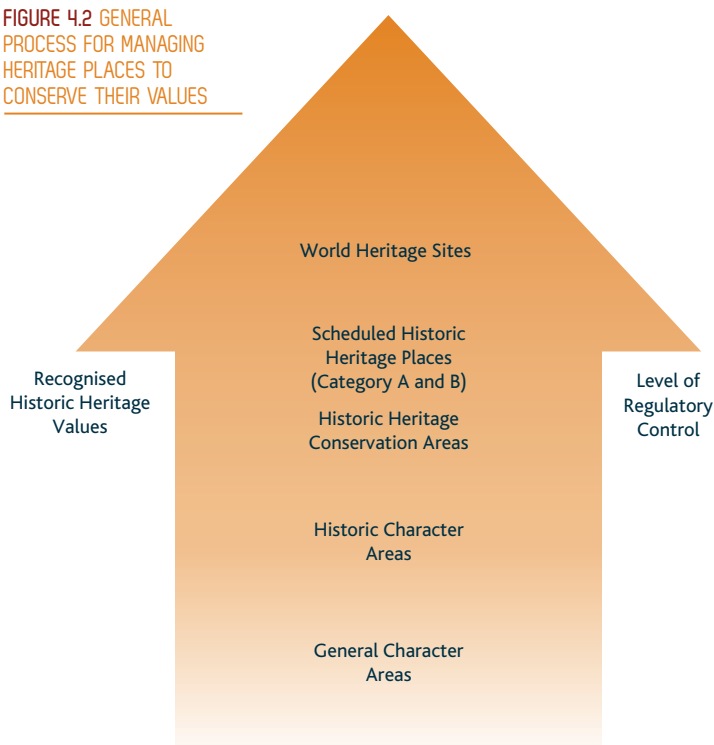
Provide a robust information base for Auckland's historic heritage.



319. Auckland is changing (see Map 4.2 which shows changes in settlement patterns since 1840). While change is inevitable, we must ensure our valued heritage places are sustained for present and future generations. What we build now will become the heritage of the future. We will therefore champion high-quality design and expect new development and re-development to be sympathetic to its heritage context.

320. Our heritage has an important role in shaping the character of the places in which we live, work and play. Character results from a predominance of buildings of a particular era or style, a distinctive pattern of lot sizes, street and road patterns, intensity of development, the presence of mature vegetation, the relationship of built form and natural landscapes, or the use of traditional materials and design elements. Many of these attributes relate to the history of an area, and are reflected in the historic built environment. There are areas in Auckland that warrant protection because of their special character. Others may not meet our thresholds for scheduling, but remain important, valued parts of our city (see Figure 4.2 and Chapter 10: Urban Auckland). We will therefore conserve the historic character of our suburbs, town centres and settlements to ensure their appearance, quality, identity and heritage values are retained and revealed.

FIGURE 4.2 GENERAL PROCESS FOR MANAGING HERITAGE PLACES TO CONSERVE THEIR VALUES



DIRECTIVE 4.2

Identify, protect and conserve our locally, regionally, nationally and internationally significant historic heritage.



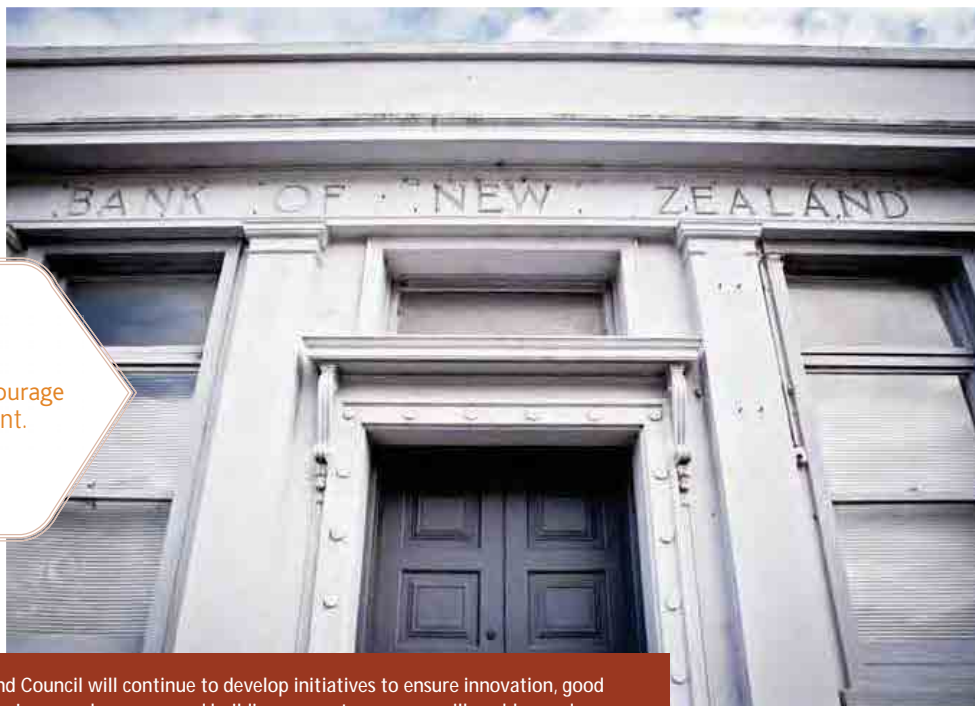
Conservation is the process of managing change to significant places (and their setting) in ways that best sustain their historic heritage values, while recognising opportunities to reveal or reinforce those values for present and future generations. Regulatory control is just one means of achieving this.

Regulatory control measures include legal instruments such as heritage orders and covenants as well as unitary plan rules. Techniques available through a unitary plan approach include scheduling, zoning and overlays, design guidelines, and incentives.

Non-regulatory control measures include public education and advocacy, financial incentives or disincentives, and non-statutory guidelines which can be included in the unitary plan or stand outside it as a standalone document.

DIRECTIVE 4.3

Promote our heritage places to encourage greater understanding and enjoyment.



On behalf of the community, the Auckland Council will continue to develop initiatives to ensure innovation, good practice and improved heritage outcomes. Improved resource and building consent processes will enable good decision-making. The Council will maintain an historic heritage information service and put in place a robust and consistent management framework. The Council has instigated a range of measures intended to improve the management of Auckland's heritage. These include:

- ▶ developing an Historic Heritage Plan. This Plan will be an agreed approach for heritage management that delivers on the strategic vision set out in the Auckland Plan. The Historic Heritage Plan will provide further detail on our goals, priorities and actions
- ▶ establishing a Heritage Acquisition Fund. This fund will be used to purchase, conserve and protect at-risk heritage buildings, places and features. Once a heritage value is secured, the intention is to on-sell it (with appropriate heritage management measures) and reinvest the funds for subsequent purchases. The fund has an initial investment of \$10.4 million, with an annual additional \$4.3 million for nine years
- ▶ establishing a Heritage Advisory Panel. These community interest and heritage experts provide independent policy advice to the Council on heritage matters
- ▶ completing Heritage Assessments. The assessment of some 400 public nominations of items of potential heritage value will be completed for consideration for inclusion in the Unitary Plan
- ▶ assessing area-based heritage. Area-based heritage assessments will be funded to ensure all areas identified for growth and intensification through the Auckland Plan have a heritage assessment, which would be taken into account in any subsequent development
- ▶ improving the Auckland Council resource consent process. Work is under way to ensure a robust, transparent, and consistent approach to heritage management. This will ensure that the Council responds to expectations regarding historic character and heritage buildings.

The Council continues to provide and manage heritage funding provided by the former local councils. This includes funds from the Auckland City Cultural Heritage, Manukau Heritage Item Assistance, North Shore Heritage Trust, Rodney Heritage Item Assistance and Waitākere Heritage Fund.

PRIORITY 2 INVEST IN OUR HERITAGE

BECAUSE THE WORLD IS A DIVERSE PLACE, SUCCESSFUL COMPETITION IN THE GLOBAL MARKETPLACE WILL NECESSITATE AN UNDERSTANDING OF AND A SENSITIVITY TO DIVERSE CULTURES. OUR UNDERSTANDING OF HOW TO DEAL WITH DIVERSITY IS LEARNED LOCALLY. THE APPRECIATION AND CELEBRATION OF DIVERSITY NEEDS TO BE AN ECONOMIC STRATEGY AS WELL AS A CULTURAL AND POLITICAL STRATEGY.

THE SAFEKEEPING OF A LOCALITY'S CULTURAL ASSETS, NATURAL ENVIRONMENT, AND ESPECIALLY ITS HISTORIC BUILT ENVIRONMENT IS CRITICAL TO POSITIONING A COMMUNITY TO EFFECTIVELY COMPETE ON A SUSTAINABLE BASIS IN THE 21ST CENTURY WORLD ECONOMY.

Donovan Rypkema, President, Heritage Strategies International

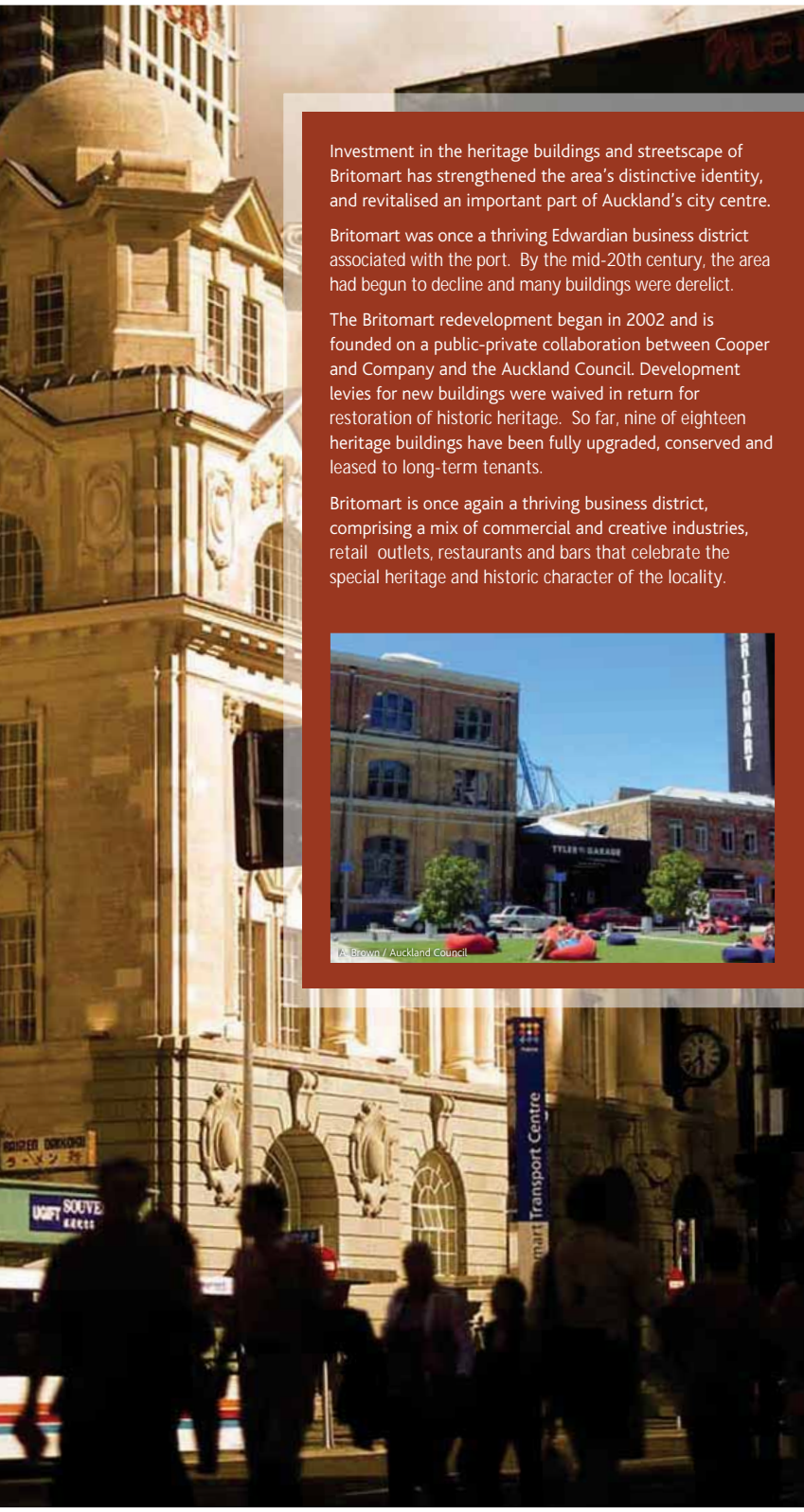
321_ Investment in our historic heritage is vital if we are to achieve better results in looking after and protecting it. We will ensure there are adequate resources to develop our understanding of historic heritage across Auckland, and to support innovative solutions that ensure places are valued, people empowered, and historic heritage protected and conserved. Existing incentive schemes that promote the conservation of our heritage places will be improved. Enhanced partnerships with the voluntary, public, and private sectors will be created to ensure greater collaboration on heritage strategy and delivery. Innovation and new ideas of quality will be promoted through good practice.

322_ Unlocking the full potential of our historic heritage can stimulate environmental, economic and community regeneration. The sensitive and innovative use of heritage places within local regeneration initiatives should be encouraged. Schemes such as the New Zealand Lotteries Grant Board, ASB Charitable Trust, Auckland Council Environmental Initiative Fund and other private funds can play an important role in the regeneration, maintenance, and management of heritage places. This includes developing community appreciation of our heritage, and securing long-term, viable uses for places 'at risk' from neglect.

323_ The effective reuse of heritage places, particularly the historic built environment, is a significant component of sustainable development and securing a 'green Auckland'. We will encourage appropriate conservation, re-use, maintenance, and energy efficiency improvements to heritage buildings. We will also promote cost-effective and less intrusive options for upgrading heritage buildings, particularly for earthquake strengthening.

324_ Historic heritage is part of Auckland's appeal to international and domestic visitors, investors and immigrants. New Zealand is seen as a world leader in natural beauty and the authenticity of its heritage and culture.³⁰ Developing sustainable, heritage-based tourism in Auckland will help maintain this unique position and support economic development. Investment in our heritage will produce economic benefits and improve Auckland's liveability.





Investment in the heritage buildings and streetscape of Britomart has strengthened the area's distinctive identity, and revitalised an important part of Auckland's city centre.

Britomart was once a thriving Edwardian business district associated with the port. By the mid-20th century, the area had begun to decline and many buildings were derelict.

The Britomart redevelopment began in 2002 and is founded on a public-private collaboration between Cooper and Company and the Auckland Council. Development levies for new buildings were waived in return for restoration of historic heritage. So far, nine of eighteen heritage buildings have been fully upgraded, conserved and leased to long-term tenants.

Britomart is once again a thriving business district, comprising a mix of commercial and creative industries, retail outlets, restaurants and bars that celebrate the special heritage and historic character of the locality.



Photo: Brown / Auckland Council

325_ The heritage sector can provide jobs, experience, and knowledge within our communities. Engaging volunteers on heritage projects and involving people in their local heritage can build pride in the community and help foster civic responsibility. Heritage is also an educational resource, which can inspire learning in our children and young people, as well as opportunities for life-long learning.

DIRECTIVE 4.4

Ensure that our historic heritage appropriately informs new development and redevelopment, and inspires high-quality, sympathetic design.



DIRECTIVE 4.5

Promote economic development through heritage-led regeneration, leisure and tourism, and the appropriate use of existing heritage places.



DIRECTIVE 4.6

Recognise and reinforce the contribution of historic heritage to the character and quality of Auckland's urban and rural places.



PRIORITY 3 EMPOWER COLLECTIVE STEWARDSHIP OF OUR HERITAGE

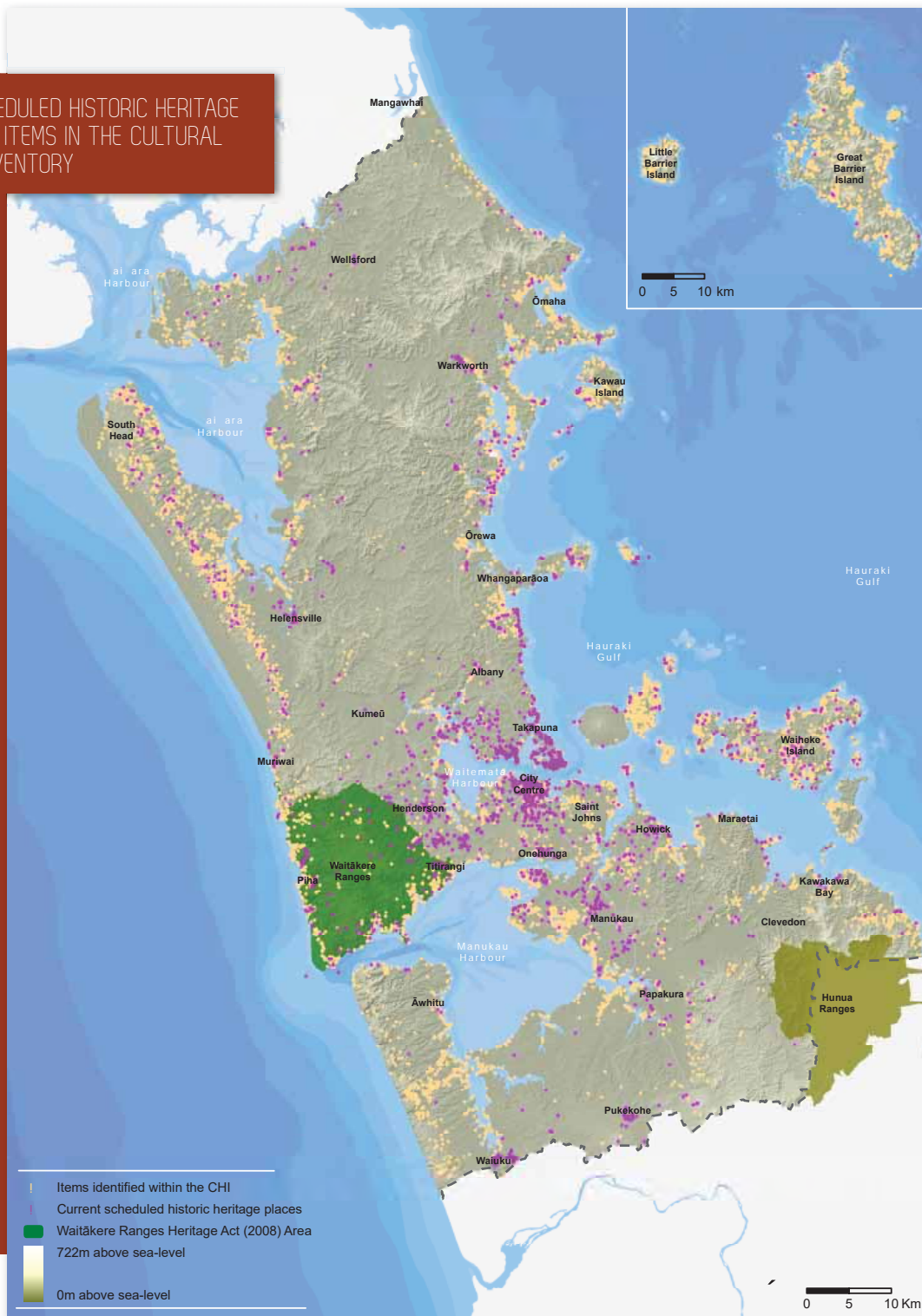


326. Everyone should have the opportunity to participate in the stewardship of our historic heritage. We will improve the way we protect and conserve our heritage, and ensure Auckland's future development does not compromise our existing heritage. We will share knowledge and skills to build capacity and enable Aucklanders to learn about, value, and care for historic heritage. Tangata whenua, communities, groups and individuals will undertake active stewardship / kaitiakitanga and improve our heritage outcomes.

327. Greater collaboration and co-ordination of our actions relating to the protection and care of our historic heritage are required. New ways of thinking and positive, innovative approaches must be developed. Partnerships and support networks will be fostered between the public and private sectors, with tangata whenua, and with the voluntary sector. Our actions will be aligned to deliver better heritage outcomes for everyone. This will ensure our heritage places are valued, understood and shared by communities and by future generations. A sense of stewardship/kaitiakitanga of our heritage places will be led by an empowered tangata whenua and community.

328. Much of Auckland's historic heritage is in private ownership. Conservation of these places relies on the knowledge, commitment and active stewardship of individuals and developers. Incentives, advice and assistance to support owners in the conservation and protection of heritage places will continue. We will work with owners to promote good management and maintenance of properties in their care.

MAP 4.1 SCHEDULED HISTORIC HERITAGE PLACES AND ITEMS IN THE CULTURAL HERITAGE INVENTORY



329. Central government and the Auckland Council (including Local Boards and Council Controlled Organisations) have a critical leadership role in heritage management and protection. On behalf of the community, central government owns significant heritage places. Central and local government must lead by example with the heritage that they own and manage.

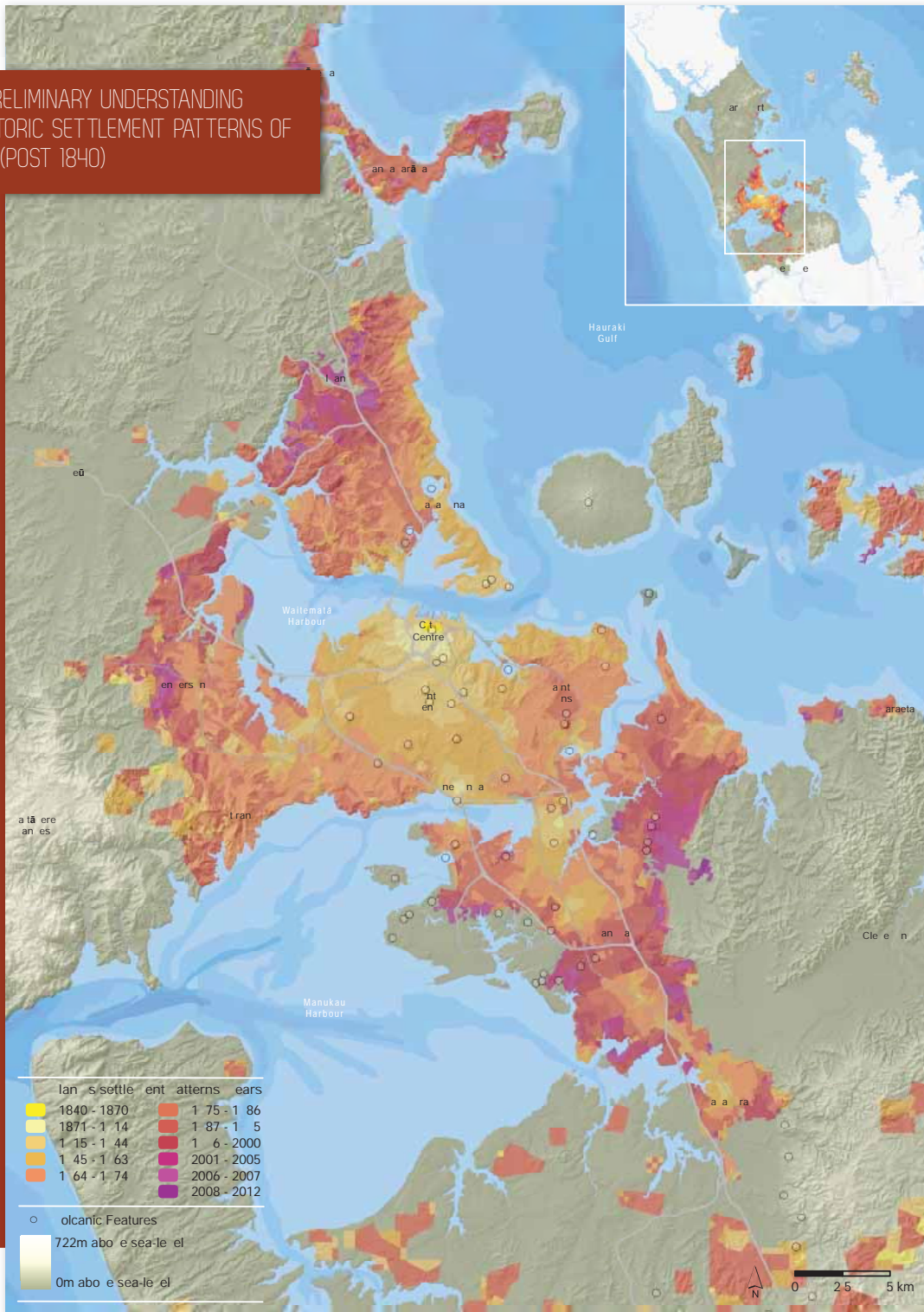
DIRECTIVE 4.7

Empower the community and tangata whenua in the identification and stewardship/kaitiakitanga of our heritage places.

330. The Auckland Domain is an example of one of Auckland's heritage landscapes, appreciated for its multiple layers of built, cultural and natural heritage. This landscape tells us a story of habitation by both Māori and early Europeans - from the grand architecture of the War Memorial Museum and the treasures of our past that it holds within, to the Domain's geological significance as one of Auckland's volcanic cones.



MAP 4.2 PRELIMINARY UNDERSTANDING OF THE HISTORIC SETTLEMENT PATTERNS OF AUCKLAND (POST 1840)

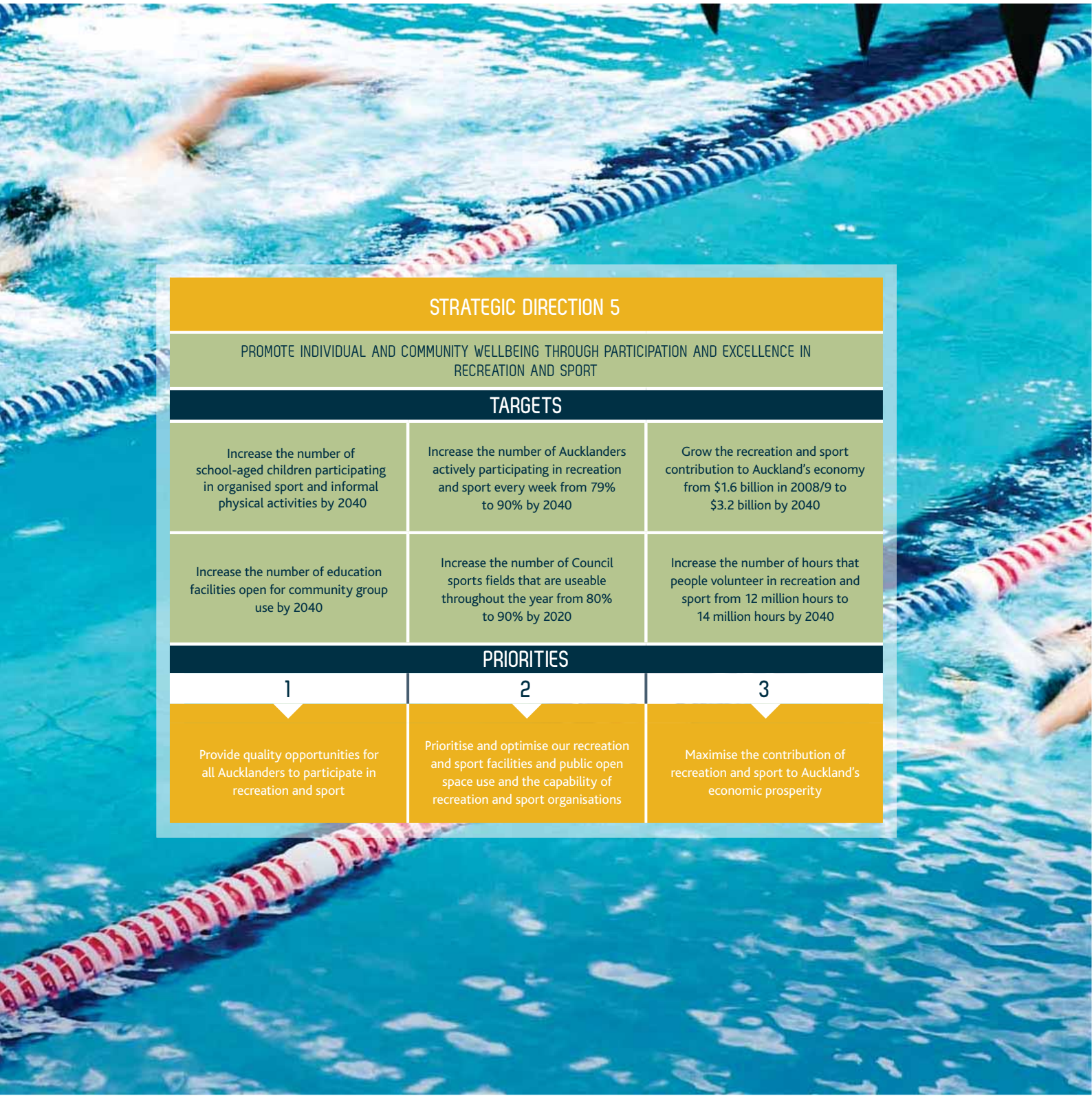


CHAPTER 5

AUCKLAND'S RECREATION & SPORT

UPOKO 5 - NGĀ MAHI Ā RĒHIA ME NGĀ HĀKINAKINA O TĀMAKI MAKĀURAU





STRATEGIC DIRECTION 5

PROMOTE INDIVIDUAL AND COMMUNITY WELLBEING THROUGH PARTICIPATION AND EXCELLENCE IN RECREATION AND SPORT

TARGETS

Increase the number of school-aged children participating in organised sport and informal physical activities by 2040	Increase the number of Aucklanders actively participating in recreation and sport every week from 79% to 90% by 2040	Grow the recreation and sport contribution to Auckland's economy from \$1.6 billion in 2008/9 to \$3.2 billion by 2040
Increase the number of education facilities open for community group use by 2040	Increase the number of Council sports fields that are useable throughout the year from 80% to 90% by 2020	Increase the number of hours that people volunteer in recreation and sport from 12 million hours to 14 million hours by 2040

PRIORITIES

1	2	3
Provide quality opportunities for all Aucklanders to participate in recreation and sport	Prioritise and optimise our recreation and sport facilities and public open space use and the capability of recreation and sport organisations	Maximise the contribution of recreation and sport to Auckland's economic prosperity

AUCKLAND EXPECTS THAT WE WILL CONTINUE TO HAVE ACCESS TO EXCITING AND INNOVATIVE OPPORTUNITIES TO PARTICIPATE AND ACHIEVE IN RECREATION AND SPORT.

KO TE ARO WHAKAARO O TĀMAKI MAKAURAU TĒRĀ, TE ĀHEI TONU KI TE KUHU KI ĒTAHI MAHI AUAHA, MAHI ONGAONGA HOKI, KI TE MAHI TUTUKI NOA I NGĀ MAHI Ā RĒHIA ME NGĀ HĀKINAKINA.

331. Auckland's unique environment and diverse population provide many opportunities for leisure activities, and the lifestyle choices available make Auckland increasingly attractive as an international city. Thousands* of special interest clubs and community organisations reflect our range of recreational experiences.

332. Taking part in recreation, sport and outdoor activities is a notable feature of Auckland's lifestyle. Aucklanders flock to the beaches at weekends, tramp in the Waitākere and Hunua Ranges, and swim, boat and fish in the harbours. We frequent the city's walkways and parks, whether to improve our fitness, walk our dogs or stroll and picnic with friends, family and whānau. We congregate at grounds across Auckland to watch or participate in sport. Our temperate climate and natural setting is ideal for year-round outdoor activities, on land and on water. Easy access to the outdoors is an important part of our culture and part of Auckland's appeal. We will sustain this as Auckland grows, and ensure we optimise the recreational opportunities on offer.

333. We participate in organised events and team sports, including social indoor sports that can be played whatever the weather, and a variety of informal activities. As we have less free time, recreation that we can enjoy at any time, at little cost and close to home, is growing in popularity.

334. Our involvement in recreation and sport promotes the well-being of our communities, by improving our physical and psychological health. Although participation rates remain steady, a large proportion of our community is becoming more sedentary, which is resulting in poor health and obesity (see Chapter 1: Auckland's People). New ways to encourage us to be more active are required.

* The Charities Commission register holds a comprehensive database of community charities and incorporated societies in Auckland and New Zealand.

335. More than 4,219 parks cover 83,164 hectares or 16.6% of the Auckland's land area. Thriving private sector recreational and sport facilities include private fitness centres, indoor sports centres and a network of school recreation facilities. As our population grows and changes in composition, we need to ensure that the range and type of facilities available support changing preferences in recreational activities.

336. Our coastlines, harbours and rivers provide an ideal environment for a wide range of water sports, including swimming, surfing, sailing, waka ama, dragon boating, kite activities, kayaking and windsurfing. Continuing to participate in these activities and retaining access to our waterways will be balanced with the need to protect and manage them (see Chapter 7: Auckland's Environment, and Chapter 12: Auckland's Physical and Social Infrastructure).

337. There is a close link between recreational activities and their potential contribution to the economy. For example, recreational horse riding can lead to career and financial opportunities that benefit the individual and the community. We will build on the economic opportunities that our sporting culture offers.





PRIORITY 1 PROVIDE QUALITY OPPORTUNITIES FOR ALL AUCKLANDERS TO PARTICIPATE IN RECREATION AND SPORT

338_ Involvement in recreation and sport builds relationships within and across communities. Participation in early childhood experiences which develop skills and confidence, encourages us to participate as adults. Active movement programmes for babies and toddlers can effect a lifelong love of active recreation and a healthy lifestyle (see Chapter 1: Auckland's People).

339_ Children and young people's skills can be nurtured by extending their experiences. Promoting play opportunities is vital for physical and mental development. Thousands of children and young people already participate in sport through schools and clubs. However, school sports teams and sporting clubs currently operate in parallel ways: a focus on providing programmes that collaborate between schools and the sports sector will provide more flexible opportunities for children and young people.

DIRECTIVE 5.1
Encourage all Aucklanders, particularly children and young people, to participate in recreation and sport.



Find Your Field of Dreams Foundation

Find Your Field of Dreams Foundation, founded by Sir John Walker, is a charitable trust that encourages young people of Manukau to pursue a more active lifestyle through physical recreation and sport. This lifestyle leads to fitter and healthier individuals. The Foundation stems from a vision to create positive change by giving every young person the opportunity to participate in an active, healthy lifestyle. Programmes are delivered throughout Manukau through partnerships between the Auckland Council, NGOs, central government agencies, and business. Community Swim, a ground-breaking initiative of the Foundation, provides free swimming lessons to students in years 3 to 5 in Manukau, in partnership with the Foundation and Manukau Leisure Services. In the 2009/2010 financial year, the programme provided 72,000 free lessons to more than 10,200 students from 70 Manukau schools.

340_ The range of recreational activities for young people is expanding. For example, 21 new sports were introduced in secondary schools from 2000 to 2009. However, participation rates decrease markedly after young people leave secondary school, so we need to find ways to maintain their interest. E-games are popular, and could be used to encourage young people to remain active.



DIRECTIVE 5.2

Enable Auckland's diverse communities to participate in recreation and sport by promoting opportunities that meet their needs.

341. Lifelong participation in recreation and sport starts with children and continues through to older adults. Children learn fundamental skills which are carried through into ongoing participation and high performance. Providing a variety of opportunities for participation at all ages is central to planning for the future.

342. As the majority of our activity is undertaken with friends and family, we need good access to local recreation areas. Recreation and sport will be promoted as fun, accessible and affordable.

343. Active lifestyle programmes for older people provide opportunities for social interaction and help break down social isolation. The "Never Too Old" programme is a successful gym-based programme for older people which helps participants maintain an active and independent lifestyle. Such programmes will be encouraged, and made easily available and affordable. Innovative inter-generational programmes will meet the needs of younger and older people.

344. Persons with disabilities participate in a wide range of recreational and sporting activities at all levels, from beginners through to elite standard. We will ensure that disabled people can engage in programmes which are inclusive: we will remove barriers to their participation. Recreation facilities will be accessible, and all people will feel welcome and included (see Chapter 1: Auckland's People).

345. Auckland's population is becoming increasingly diverse. Preferences for and participation rates in recreational activities are changing: our preferences depend on our gender, background and age.

346. Enabling the participation of our diverse communities in recreation and sport needs to be made a priority. Different ways of engaging with people, for example through technology and social networking, must be considered. People participate in less formal activities, more suited to their lifestyles; for example, meeting in groups to cycle, walk, kayak, play touch rugby, go tramping or horse riding. Recreation is a great way for different ethnicities or social groups, disabled people, and older people to be less isolated and to build relationships within their communities.



The Halberg Trust

The Halberg Trust is a not-for-profit organisation with a vision: "That we have a society where all New Zealanders are given an equal opportunity to be involved in sport and recreation, and where we take pride in honouring sport excellence." The Trust achieves this vision by providing opportunities for young persons with a disability to participate in active recreation and sport alongside their non-disabled friends, and by hosting the annual Westpac Halberg Awards, New Zealand's pre-eminent event to honour sporting excellence. With funds raised from the Halberg Awards and wide community and corporate support, the Trust is able to open doors and remove barriers for persons with disabilities in sports clubs, facilities, schools and the wider community. The Trust works with a range of organisations to achieve this.

347_ We need to encourage our ethnic communities to participate in existing sporting codes, as well as support sports which our new migrants enjoy, such as badminton, table tennis, tai chi and soccer. Ethnic communities, migrants and refugees often face barriers that prevent them from participating in organised sport: a lack of understanding about the New Zealand style of playing sport, the different sports codes' expectations of players (club membership and commitment to the season's playing schedules), transport barriers, financial constraints, and socio-cultural barriers (language, religious and cultural differences and restrictions). We will develop new approaches to encourage their participation.

Connect2sport: Supporting Diverse Communities

Connect2sport represents a 3-year partnership project to connect people from diverse ethnic backgrounds to the sports of football and badminton. The project aims to get more people participating and volunteering in these sports. Connect2sport will also build the capacity within Auckland Football and Auckland Badminton to better engage with diverse communities. Connect2sport will initially focus on Mt Roskill, then learnings from the project will be extended to other regions, sports and age groups. The project represents a multi-agency partnership between Sport and Recreation New Zealand (Sport NZ), the Auckland Council, Sport Auckland, Auckland Football Federation, and Auckland Badminton Association.

348_ The range of recreational activities for Aucklanders is expanding to include: indoor social sports (indoor soccer, cricket and netball), water sports (dragon boating, waka ama and water polo), and new pursuits (lacrosse, disc golf, Pilates, Latin-inspired dance-fitness programmes and kilikiti/Samoan cricket). The traditional kapa haka is enjoying a revival. We need to work with the arts sector to increase opportunities which benefit both healthy lifestyles and the performing arts (see Chapter 3: Auckland's Arts and Culture).

PRIORITY 2 PRIORITISE AND OPTIMISE OUR RECREATION AND SPORT FACILITIES, PUBLIC OPEN SPACE USE AND THE CAPABILITY OF RECREATION AND SPORT ORGANISATIONS

349. Our marine environment, regional and local parks, and Department of Conservation sites offer an abundance of public open space. There are physical and mental health benefits to having open space in the form of our natural environment, dedicated sports fields, parks and other areas where we can simply sit or walk in peace (see Chapter 10: Urban Auckland). Recognizing the value of this open space is the first step towards protecting, promoting and improving access to it.

350. Quality public open space is a critical component for healthy lifestyles in an urban environment (See Chapter 10: Urban Auckland). By thinking differently, we can protect and expand on the use of public space. For example, the use of new technologies, such as artificial turf, can improve the usability of sports grounds. Street connectivity is a key design feature to promote and encourage physical activity. It creates linkages between our parks and reserves.

351. Higher residential and commercial density neighbourhoods encourage walking and cycling through features such as connected street networks with public amenities such as parks, wide footpaths, street lighting, attractive street furniture, street trees and traffic calming (see Chapter 10: Urban Auckland).

352. Access to public open space will be maintained and improved as Auckland grows, so that recreation remains an easy option. Networks of walkways, cycleways and bridleways can link our public open spaces. The regional cycling network provides an opportunity for a transformational shift to connect schools, tertiary facilities, public transport centres and key community infrastructure. Bridleways provide opportunities for recreational horse riding in our rural areas. Auckland will strengthen the integrated planning and management of our outdoor public spaces to develop walking, cycling and bridleway networks (see Chapter 13: Auckland's Transport).

353. Social infrastructure and transport needs must be integrated in any redevelopment or new development. This includes the way we design our neighbourhoods and streets, and the creation of community hubs where facilities are provided close to transport connections. We will need to balance the provision of local recreation and sports facilities with those provided regionally (see Chapter 12: Auckland's Physical and Social Infrastructure).





DIRECTIVE 5.3

Ensure recreation and sport facilities keep up with the needs of a growing population.

354_ Auckland's growing population and increasing diversity requires community infrastructure (parks, sports grounds, swimming pools) to meet a wide range of needs. There is an increasing shortage of sports fields and facilities: collaboration with schools could ease this situation and address the duplication of sporting competitions (see also Chapter 12: Auckland's Physical and Social Infrastructure).

355_ A better co-ordinated, Auckland-wide approach to facility development and funding requires partnerships between the public and private sectors. It also requires planning that clusters recreational facilities with other amenities such as libraries, town centres, and transport facilities, to provide localised and accessible activities within community hubs.

356_ The current collaboration between Regional Sports Organisations is an example of clubs and sporting codes working together and building on opportunities through public/private investments to provide multi-sport facilities. A partnership approach to planning and funding between local and central government, non-governmental organisations and the voluntary sector will help to provide the best facilities for Auckland through collaborative investment opportunities.

DIRECTIVE 5.4

Actively collaborate and partner to maximise joint resources and build the capability of recreation and sport organisations.

PRIORITY 3 MAXIMISE THE CONTRIBUTION OF RECREATION AND SPORT TO AUCKLAND'S ECONOMIC PROSPERITY



357_ The value that Aucklanders place on recreation and sport activities is reflected in the sector's contribution to Auckland's economy: a high level of public and private investment delivers facilities, programmes, and services.

358_ The market value of recreation and sport arises from industries that produce goods for the sector, the incomes of people working in the sector, the investment by central government in sports education in schools, and Auckland Council's expenditure on new recreation and sport facilities. Volunteers make a significant contribution which, if given a market value, would amount to just over \$170 million.³¹ Volunteers contributed 12 million hours to recreation and sport in 2007/08, involving an estimated 22.2% of Aucklanders. This equates to thousands of Aucklanders assisting as coaches, trainers, referees, umpires, parent helpers and committee members and secretaries. These volunteers develop new skills and confidence, and can build the capacity of recreation and sport organisations. Volunteering also creates networks within and between communities, resulting in greater interaction and stronger, more cohesive communities. In addition, volunteer skill development often leads to economic benefits, as volunteers move into paid or governance roles, either within the recreation and sport sector or in other sectors of the economy.

DIRECTIVE 5.5

Support volunteers to contribute to the capability of the recreation and sport sector.



359_ Employment is either in a recreation and sport-related industry or a specific occupation in the sector. This represents 2.5 % of all people employed in Auckland:

- ▶ just under 12,000 people are employed in the sector, including guides and teachers, coaches and instructors, officials and administrators
- ▶ just over 8,000 people work in recreation and sport occupations.

360_ Overall, recreation and sport contributes 2.4% to Auckland's GDP (including volunteer services) and contributes to our prosperity and quality of life (see Chapter 6: Auckland's Economy).

361_ For example, the equine sector industries generate an estimated annual \$54.3 million of direct GDP³² to the Auckland economy. There are over 600 industries related to the equine industry supply chain, including tourism, business, transport, logistics and associated retail services. Auckland is internationally known as a gateway for equine exports: this involves a range of associated facilities and infrastructure, which contributes to Auckland's economy.

362_ The recreational marine industry is another major contributor to our economy, with 60% of New Zealand's marine companies based in Auckland and contributing \$149 million to Auckland's GDP. Recreational boating, including kayaking, sailing and power boating, is expected to continue as a contributor to the Auckland economy.

DIRECTIVE 5.6

Grow the contribution the recreation and sport sector makes to Auckland's prosperity.

363_ The sporting success of Aucklanders at national and international events helps create a shared sense of identity and pride. International sporting events unite us and grow New Zealand's reputation for sporting excellence. This helps to attract high-profile sporting events to New Zealand, with flow-on economic benefits. We will build on our strengths to attract sporting events of international standing to Auckland.

The Millennium Institute of Sport and Health

The Millennium Institute of Sport and Health in Albany, Auckland, provides world-class services, health sciences research and education in high-performance sport, exercise science, community sport, physical activity and community health. The Institute is a sporting complex developed and operated in partnership with AUT University, philanthropic donors, central government and charitable funding agencies. The aquatics centre hosts international swimming and water polo events, and is the only facility of its type in New Zealand. It is a significant strategic asset for Auckland and plays an important role in meeting local physical activity, sport, and health demands. It is seen as a world-class centre of excellence and also provides programmes for children and young people on water safety instruction, and offers a health and fitness club, school holiday programmes and school activity programmes.

364_ Our achievements at international events create a healthy image for our goods, services and expertise overseas. Supporting our high-performance athletes to attain sporting excellence enhances our reputation and puts us on the world stage, which attracts sports events to Auckland. Support for our high-performing athletes through coaching and training programmes venues and facilities that use the latest international research, will accelerate their development. The sport and exercise science research institution on the University of Auckland's Tāmaki Innovation Campus is engaged in ground-breaking research which benefits our high-performing athletes, has economic spin-offs, and enhances our international reputation.

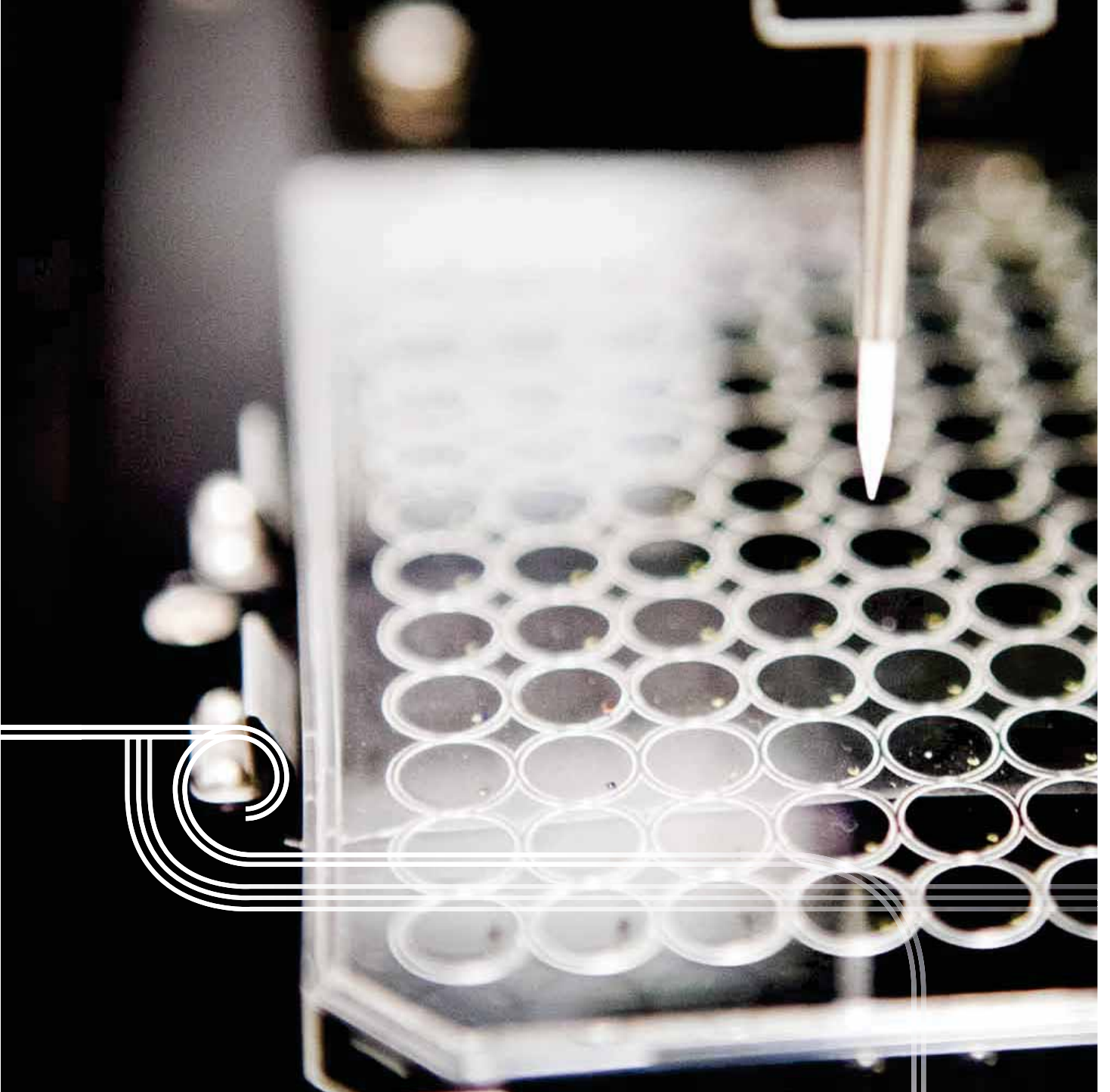
DIRECTIVE 5.7

Promote Auckland's recreational and sporting culture and encourage and nurture sporting talent and excellence.

CHAPTER 6

AUCKLAND'S ECONOMY

UPOKO 6 - NGĀ RITENGA OHAOHA O TĀMAKI MAKAURAU



STRATEGIC DIRECTION 6

DEVELOP AN ECONOMY THAT DELIVERS OPPORTUNITY AND PROSPERITY
FOR ALL AUCKLANDERS AND NEW ZEALAND

TARGETS

Improve Auckland's OECD ranking of cities (GDP per capita) of 69th place in 2011 by 20 places by 2031

Increase annual average productivity growth from 1% p.a. in the last decade to 2% p.a. for the next 30 years

Increase annual average export growth from 3% p.a. in the last decade to 6% p.a. for the next 30 years

Increase annual average real GDP growth from 3% p.a. in the last decade to 5% p.a. for the next 30 years

Ongoing provision of planned and serviced capacity for Group 1 business land, including large lots, to meet 5-yearly demand as assessed by annual surveys

PRIORITIES

1

Grow a business-friendly and well-functioning city

2

Develop an innovation hub of the Asia-Pacific rim

3

Become internationally connected and export-driven

4

Enhance investment in people to grow skills and a local workforce

5

Develop a creative, vibrant international city

AUCKLAND EXPECTS THAT ITS ECONOMIC GROWTH WILL BE TRANSFORMATIONAL, INCLUSIVE AND EQUITABLE; BUILT ON INNOVATION, A GREEN ECONOMY AND A BUSINESS-FRIENDLY ATTITUDE.

KO TE ARO WHAKAARO O TAMAKI MAKAURAU TERĀ ANA MAHI OHAOHA TE HUA HEI MEA RITENGA HŌU, MAHI TAKITAHĪ, MANAWA TAURITE HE MEA HANGA I RUNGA I TE WHAKAARO HŌU, TIKANGA TIAKI I TE TAIAO, ME TE HINENGARO TUWHERA HAUTŪ PAKIHI.

365_ To achieve the vision for Auckland, its economy must be transformed and its economic prosperity dramatically improved. We need to innovate constantly. Our advantages lie in our technical capabilities, our Kiwi ingenuity, our strong sustainability focus and resource utilization, and the quality of life Auckland offers. A prosperous, culturally diverse city, that is innovative and capitalises on its knowledge, skills and creativity is attractive to entrepreneurial workers and enhances liveability.

366_ We will ensure that growth is inclusive and equitable, so that all Aucklanders participate in growing the economy and can enjoy its benefits. We need to earn more income, increase our skills, use our resources more effectively and make better use of our comparative advantages. This is especially important for Auckland, because prosperity and opportunity are unevenly distributed.

367_ Auckland is interdependent with the rest of New Zealand. It is the major domestic market for producers throughout New Zealand and is the distribution hub for the upper North Island cities and regions. This emerging northern North Island urban and economic system, comprising the cities and towns north of Taupo (52% of New Zealand's population), has significant business and freight connections with Auckland.

With freight volumes to and from provincial centres and Auckland projected to double over the next decade, this interdependence will increase. Auckland also relies on energy and productive resources outside the region.

368_ Auckland's contribution to the national economy and improving New Zealand's economic performance is critical. It is home to one third of the population, is the largest commercial centre in New Zealand, comprises a substantial proportion of the domestic market, contributes significantly to New Zealand's imports and exports, acts as a key service centre for other parts of the country, and has a high concentration of tertiary and research institutes.

369_ Measured internationally, Auckland's performance is relatively poor: it is ranked 69th out of 85 metro regions in the Organisation for Economic Co-operation and Development (OECD) in terms of GDP per capita. New Zealand's economic performance has declined relative to other OECD countries in terms of GDP per capita³³ to its position at 21st, but has stabilised at around 80% of the OECD median.³⁴

370_ Auckland's relative size is a disadvantage, because the scale of cities affects output per capita and levels of productivity. Auckland has lower productivity and wages than the cities that we compete against for the title of 'most liveable'.

371_ Auckland competes internationally for ideas, talent, skills and capital. Australian cities, for example, attract thousands of our talented young people each year and compete with us for immigrants from Europe and Asia. This has contributed to Auckland having a 40% lower GDP per capita than Sydney and Melbourne.

372_ We have set bold economic targets for Auckland's economic prosperity, supporting central government's ambitious aspiration for New Zealand to achieve parity with Australia in terms of GDP per capita over 15 years. This is likely to require average real GDP per capita growth of above 4%, more than twice New Zealand's average rate over the last two decades.

373_ Achieving our economic targets requires a fundamental structural change in Auckland's economy. Auckland is still primarily an inwardly-focused city, with an economy driven by consumption, real estate, and domestically-focused services. Although New Zealand has experienced a period of high economic prosperity over the last 15 years, largely driven by the primary sector, Auckland has not established itself as a centre of excellence or innovation regarding the development of export products.

374_ To achieve the required transformation, Auckland's economy must shift from being import-led to export-driven. It must encourage the emergence of 'new economy' sectors, complemented by long-term sustainable growth in our internationally competitive sectors: marine, tourism, food and beverage, high tech, screen and creative, finance, and tertiary education and training (see Priority 2 for further detail).

375_ Growing new markets, such as in the Asia-Pacific region, provide a ready outlet, because New Zealand does not compete directly with those economies. We must improve our labour and capital productivity significantly, through growth in skills, labour market participation, innovation, and access to capital.

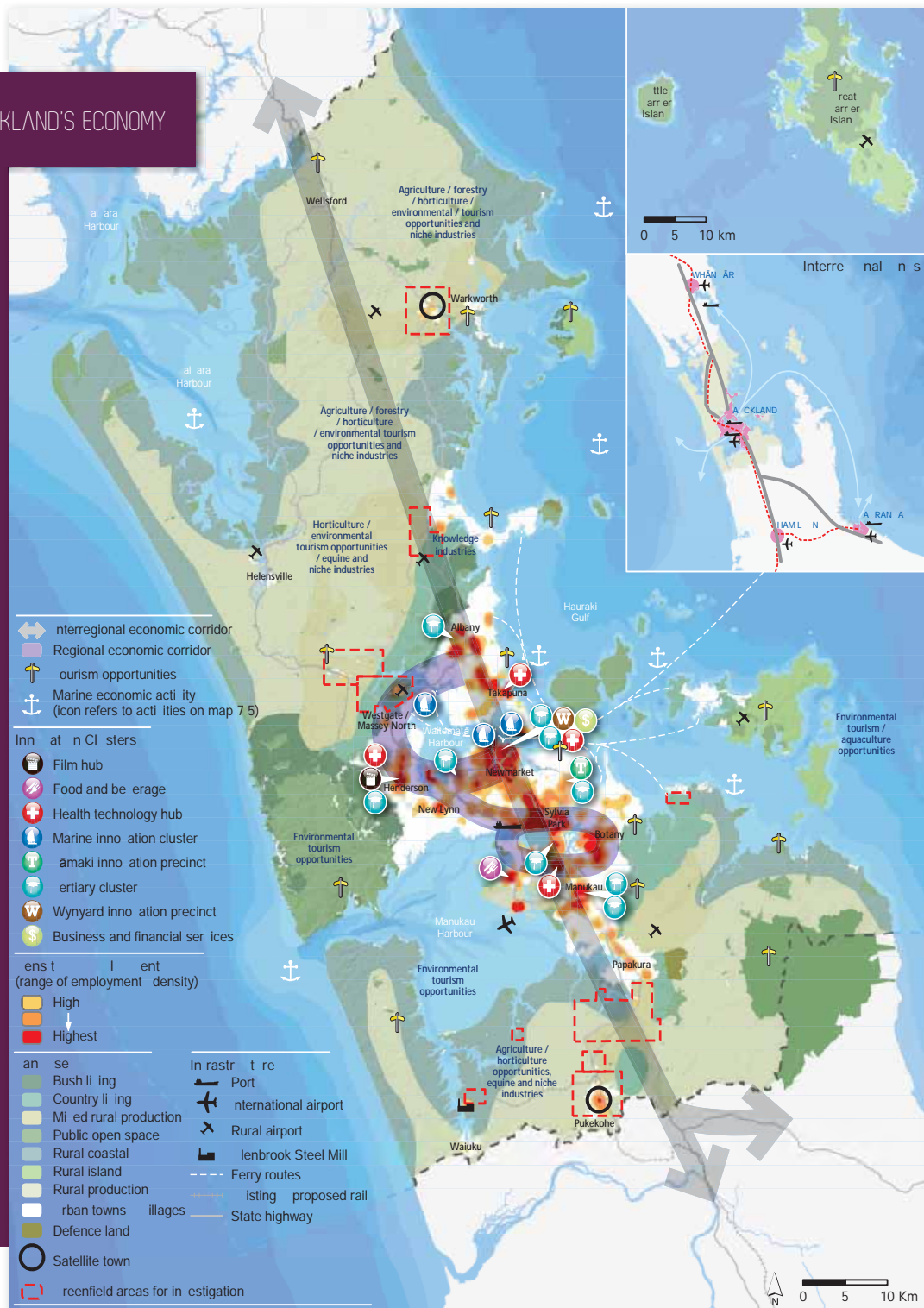
376_ Auckland needs an effective strategy to grow the 'economic pie'. This depends on collaboration from stakeholders including central government, local government in Auckland and beyond, business, education and research institutes, and the community. Central government establishes the economic macro context through its policies, and supports a network of agencies to coordinate activity nationally. This Plan identifies key Auckland-wide issues and establishes the framework for achieving Auckland's vision. Auckland's Economic Development Strategy, developed in parallel with the Auckland Plan, expands on the economic priorities and cross-cutting opportunities set out in this Plan.

377_ **Map 6.1** outlines the key economic directions for Auckland. Understanding how Auckland is expected to grow and planning for this growth will ensure that Auckland maximises its potential, while retaining liveability - aspects that attract investment and entrepreneurial talent. **Map 6.1** identifies the major centres and business areas in Auckland and the economic corridors which connect them, and provide for new business activity. The corridors highlight the flows of economic activity from Auckland to the rest of New Zealand. Economic infrastructure is shown, such as the ports and airports that help drive our economy and connect us globally (refer Priorities 1 and 3), and some of the elements (e.g. visitor attractions) that make us attractive to visitors (Priority 5). The map displays elements of the innovation system associated with Priority 2.

378_ The remainder of this chapter focuses on:

- ▶ the five priorities
- ▶ the cross-cutting opportunities that underpin these priorities.

MAP 6.1 AUCKLAND'S ECONOMY



PRIORITY 1 GROW A BUSINESS-FRIENDLY AND WELL-FUNCTIONING CITY

379_ Auckland's economic performance is determined by the performance of its firms. Identifying and alleviating constraints that hamper firms is therefore critical. 'Business-friendly' relates to the explicit attempts by governing bodies to reduce the regulatory and non-regulatory barriers, costs, risks and uncertainties of commercial activity to stimulate and support local business growth, local business retention and the attraction of new business to the local area.³⁵

380_ Auckland's infrastructure is overburdened. Traffic congestion at peak times constrains the movement of goods and people at substantial cost to the productivity of businesses. The ultra-fast broadband network is incomplete, and access is unevenly distributed across Auckland, constraining firms' activities. The security of the electricity supply is another potential limitation for firms. See Chapters 12: Auckland's Physical and Social Infrastructure, and 13: Auckland's Transport.

381_ Auckland's productivity must improve. The Auckland Council and central government can support businesses to improve productivity by creating the right business environment, and working with firms to overcome barriers to productivity growth. These actions may include providing appropriate policy or regulatory settings, improving transport links, and facilitating geographical clustering to achieve economies of scale. Other actions could include business assistance and advice, capability development and mentoring, business networking and events, sector innovation and Foreign Direct Investment (FDI) initiatives. Many of these initiatives are advanced by the Auckland CCO, Auckland Tourism, Events and Economic Development Agency (ATEED), in partnership with central government, business and industry.





382_ As elsewhere in New Zealand, the vast majority (96%) of Auckland firms are small to medium enterprises (SMEs). It is cheap and easy to establish a firm in Auckland but the failure rate of start-ups is high. For SMEs as well as large Auckland firms, extra costs incurred through inefficiency and uncertainty hinder success. The Auckland Council will ensure that its processes are streamlined, consistent, and facilitate the productivity of firms.

383_ Improving the way the Council exercises its regulatory functions will aid business. Poorly thought through or excessive regulation can increase uncertainty and decrease predictability, making investment risky. It can impede innovation, inhibit productivity, competitiveness and investment, and have a detrimental effect on economic performance. The Council will adopt a continuous improvement approach to regulation that is responsive to new information, risks and market conditions, and considers the effect on business in an integrated way. Key areas include:

- ▶ ensuring our plans are simple, transparent and accessible
- ▶ further streamlining the end-to-end consent process to provide certainty around costs and timelines
- ▶ developing consistent and fair funding policies
- ▶ ensuring excellent customer service and relationships, including consulting effectively with business when developing regulation
- ▶ providing integrated and cost-effective internal systems.



384_ To boost the economic growth of town centres and business precincts, the Auckland Council has a Business Improvement District (BID) policy to assist local associations. BIDs are funded by targeted rates and allow businesses to use the funding to improve the local business environment and promote business growth in a way that meets their communities' needs. There are currently 46 BIDs operating in Auckland, representing over 25,000 businesses. The local boards are joint partners in the BID Partnership Programme with the Business Associations. This relationship will build on established local priorities.

385_ The Auckland Council is responsible for ensuring that sufficient business and employment land is available for development. The location of industrial, office and retail activities will occur in a coordinated and strategic manner to maximise liveability and economic productivity. Auckland's employment is concentrated in a number of centres, particularly the city centre with its predominant financial and commercial function, and the metropolitan centres. High concentrations of employment are also found in the business areas situated along Auckland's two major economic corridors: the main southern motorway and the rail corridors (Penrose, Wiri). There is also an arc of business land running from East Tamaki through to the airport, and to the north, concentrations of employment occur along the northern motorway (Takapuna/Smales Farm, Wairau Valley, North Harbour and Rosedale Industrial Estates and Albany).

DIRECTIVE 6.1

Plan and provide for sufficient business-zoned land and infrastructure to achieve employment capacity targets and improved economic opportunity.



DIRECTIVE 6.2

Ensure an efficient and effective regulatory process with strong public - private relationships, and implement a streamlined regulatory process that offers reduced uncertainty around cost, timing and outcome.



TABLE 6.1 PROJECTED EMPLOYMENT GROWTH

Area	Employment 2007	Employment Projected 2011	Projected Employment Demand 2041	Employment Growth 2011-2041	Employment Growth (%) 2011-2041	Area % of Total Employment Growth
Rural North	13,200	14,200	22,400	8,200	58%	3%
North-west	133,500	143,200	191,300	48,100	34%	17%
Central	315,500	342,600	484,600	142,000	41%	51%
South	147,500	159,200	226,600	67,400	42%	24%
Rural South	18,800	20,200	31,200	11,000	54%	4%
TOTAL	628,500	679,400	956,100	276,700	41%	100%

Source: Market Economics, medium employment projections*

386_ An additional 276,700 jobs will be needed in Auckland by 2041 (as shown in Table 6.1): just over half (51%) of these in the central area, with a further quarter in south Auckland. Growth is strongest in the rural and fringe areas of Auckland, although this is off a lower base.

387_ To create a sustainable city, the growth in Auckland must support and strengthen existing communities and their employment opportunities. We need to better connect where people live, where they work and how they get there. It is expected that at least 1,400 hectares of additional business land is required to cater for growth of some 12.5 million m² of new floor space. This growth is made up of:

- ▶ 2,968,000 m² of additional office floor space
- ▶ 1,813,000 m² of additional retail and hospitality floor space
- ▶ 6,067,000 m² of additional industrial floor space
- ▶ 1,659,000 m² of additional education and health floor space.

388_ Auckland is New Zealand's main commercial centre for the finance, insurance, transport and logistics and business service industries, and the largest centre for manufacturing. The city centre will remain the focal point for finance and business services, and similar industries. The strong growth expected in office activity (an additional 129,000 employees and 2,968,000 m² of floor space) will be encouraged in centres and areas identified for future business intensification, to make the best use of existing infrastructure and investment. The majority of this demand (64%) is expected to occur in the centre of Auckland, with 16-17% occurring in the northern and southern economic corridors.

389_ While central Auckland requires the greatest additional floor space, most of the land requirement is in the industrial areas in southern Auckland. Industrial demand is likely to expand southwards as the demands on more centrally located land increase, causing prices to rise. Growth in the 'golden triangle' (Auckland, Hamilton, Tauranga) is likely to continue. The airport, as a key transportation and distribution hub, will continue to be a major driver of business location, as will population growth, which is likely to be strongest in the southern parts of Auckland over the next 30 years.

* Figures take into consideration population projections, estimates of industry export performance, gross fixed capital formation and productivity change.

DIRECTIVE 6.3

Protect, enhance and improve business-zoned areas and business improvement districts.



390_ There is concern over the scarcity of industrial land to meet this forecast demand. Nearly one third of industrial land has been used for non-industrial purposes over the past decade, principally for retail, office and residential use. Auckland's restricted store of industrial land will be actively managed to ensure that industrial activity – critical to Auckland's economic performance – is not impeded. This requires the safeguarding of existing industrial-zoned sites, effective reuse of brownfield sites, and the provision of new industrial-zoned land in suitable locations. Auckland will probably require around 1,000 hectares of additional business-zoned land (in greenfields) to meet expected growth in industrial activities over the next 30 years. This land requirement is included in the identification of greenfield areas for investigation. The release of greenfield land will be managed, to ensure an adequate and phased supply of industrial land across the region (see Section D: Auckland's High Level Development Strategy).

391_ Changes in the way business operates, driven by advances in technology and information systems, will impact on land use and future business land needs. Further analysis will determine future requirements for freight hubs and distribution centres within Auckland. Monitoring of business land uptake and demand will ensure future planning is effective (see part D4, Section D: Auckland's High Level Development Strategy).

DIRECTIVE 6.4

Monitor demand and supply of business land activities in urban and rural Auckland.





PRIORITY 2 DEVELOP AN INNOVATION HUB OF THE ASIA-PACIFIC RIM

392_ Innovation and the commercialisation of ideas drive economic performance. New Zealand and Auckland have produced some highly entrepreneurial and inventive people and firms. Still, compared to similar overseas cities we are a mid to low performer in terms of commercialising scientific and commercial research and ideas. Our research institutions, world-class tertiary institutions, established expertise and unique advantages offer potential for further leverage.

393_ All levels of government (including local government) need to be committed to promoting, encouraging and if necessary, part-financing an 'innovation city'. It will require funding and planning frameworks for tertiary organisations to incentivise the creation of the skills and talent required by a high-skill, high-productivity innovation city. It needs the development of technology parks, and clustering academia and entrepreneurs with support services. It needs the institutions – hospitals, universities, technical institutes – to work together to attract the best and brightest to Auckland.

394_ Tertiary education contributes to Auckland's economic activity, produces future professionals, knowledge and innovation, and attracts international talent. For example, the University of Auckland contributes \$5-6 billion p.a. to the Auckland economy.³⁶ Auckland education institutions contribute about half of New Zealand's \$2.5 billion p.a. international education business. An integrated, high-quality

cluster of differentiated tertiary education providers can assist in delivering the aspirations of the Auckland Plan. Such a cluster (from the University of Auckland, Auckland University of Technology (AUT), Massey University's Auckland Campus, The Manukau Institute of Technology (MIT), Unitec and Te Wānanga o Aotearoa) will ensure that the economic benefits of a coordinated and cooperative approach to tertiary services are fully realised. A competitive, research-intensive university, equal to other global public universities, complemented by a high-performing, region-wide network of industry and community-connected tertiary institutions, would anchor the cluster. High-quality institutes of technology and polytechnics (ITP) education will provide the skilled workforce to underpin a thriving economy.

395_ Auckland has 'enabling' capabilities to improve economic performance across multiple sectors: bioscience, advanced manufacturing and materials, and digital content (see Chapter 3: Auckland's Arts and Culture). Discoveries in these sectors can become products and services that accelerate innovation in other sectors, and/or improve productivity.



396_ Innovation is vital. In the future, prosperity will depend on creating a high-value 'knowledge economy'. To encourage innovation, invention and commercialisation can be viewed as an 'innovation ecosystem'. Initial ideas are generated in a variety of places, including research institutes, universities and businesses. These ideas are developed into commercial products. Further refinement of products can be costly and time-consuming, and is often undertaken in business incubators or firms. Many firms are small, which limits their capacity to take products to market. In addition, our domestic market is so small that firms often expand into export markets without the benefit of a trial run at home. As export products earn offshore income, and raise living standards at home, Auckland will need to produce high-value differentiated goods and services for export.

DIRECTIVE 6.5

Develop conditions to promote entrepreneurial development and commercialisation of innovation, building on Auckland's unique advantages.

DIRECTIVE 6.6

Support sector precincts and infrastructure development, science and technology parks, and innovation centres for key industries.

397_ For Auckland, critical elements of the innovation system include: universities and education providers which generate research and skills to enable invention; research institutes; entrepreneurs; firms; and agencies and programmes that support product development, and market information.

398_ In a competitive international market, increasing Auckland's export income and achieving our targets means building on our strengths, focusing on investment in research and development, and strengthening our innovation system. Certain sectors have the greatest potential to contribute to productivity growth (GDP per capita and export growth), based on their current rate of employment growth, international export activity and dollar value exports. These include:

- ▶ finance
- ▶ high tech (including science and health)
- ▶ advanced materials
- ▶ marine
- ▶ clean technology
- ▶ tertiary education
- ▶ screen production
- ▶ food and beverage.

399_ While raising productivity and export performance is important, the greatest gains may be made by focusing on removing impediments to growth and facilitating opportunities for key sectors. A major focus of Auckland's economic development strategy is the ability to develop competitive clusters of companies that can succeed against international competition in the domestic and international markets in a sustainable way. Economic growth partly relies on strong networks and linkages, to encourage sharing ideas and experience. Industry clusters which do this are emerging: the marine sector in Hobsonville and Wynyard Quarter, food and beverage in south Auckland and the airport precinct, health in Takapuna and Middlemore, the proposed Innovation Park in the city, and the equine sector in the rural parts of Auckland. Supporting these sectors with appropriate infrastructure and planning will be a fundamental element of the strategy (see Map 6.1).

400_ Auckland benefits internationally from New Zealand's long-established reputation as 'clean and green'. Our reputation as a pristine and remote 'safe haven' is appealing in an increasingly risky world. Qualities such as food safety, clean environment, little corruption and low crime rates are embedded in New Zealand's tourism proposition and export industries. As long as this reputation is maintained and enhanced, Auckland and New Zealand can benefit from the global shift to green growth. Some business leaders in New Zealand are therefore emphasising the 'Pure Advantage' (www.pureadvantage.com) of this reputation as a key distinguishing factor.

DIRECTIVE 6.7

Explore all options to enhance Auckland's key economic sectors, including leveraging council-owned land through joint ventures, public-private partnerships, infrastructure assistance and other forms of collaboration.



401_ Auckland has links to the Asia-Pacific region through immigration, trade and geographic location. International students make a significant economic contribution and strengthen Auckland's links to Asia and the Pacific. The free trade agreement with China offers Auckland the opportunity to capitalize on its links to the engine room of world growth.



DIRECTIVE 6.8

Deliver the economic and innovation benefits of an outstanding tertiary education cluster, built around globally competitive universities.

402_ Leveraging off these attributes will allow Auckland to further its innovation system, grow in the Asia-Pacific region, raise its export income and enhance its prosperity.

PRIORITY 3 BECOME INTERNATIONALLY CONNECTED AND EXPORT-DRIVEN

403_ With a small domestic market, international connectivity is critical to Auckland's economy – through internationalising firms' activities, earning export income, attracting skilled migrants to Auckland, and improving Auckland's global connections. To create the economic step change, we will strengthen the international connections between Auckland and other international cities to improve trade and investment ties.

404_ Firms with export potential will be supported to expand to lucrative international markets. Auckland has to move from an internally focused supply chain economy to an internationally driven value chain economy: there is room to add further value to the high end of the country's supply chain.

405_ Tourism and education are major contributors to Auckland's export earnings. Auckland attracts skilled workers and knowledge-intensive high-value sectors. 70% of new migrants settle in Auckland, and many migrants remain connected to their countries of origin, which offers scope for further mutual benefit between countries (see Chapter 1: Auckland's People). International firms and entrepreneurs are attracted to Auckland because of the lifestyle it provides, the ease of establishing a company, and the relatively cheap and well-educated labour force. Attracting such firms further strengthens Auckland's economy, and provides entry points into overseas markets.

406_ Key stakeholders must collaborate to maximise the value of these international connections. Central government does this through trade negotiations, and the Department of Foreign Affairs acts as an ambassador for New Zealand and establishes the conditions for foreign investment in New Zealand. National agencies, such as New Zealand Trade and Enterprise (NZTE), provide business links to offshore markets, and support firms planning to internationalise. Kea and NZTE link firms in New Zealand to business opportunities abroad. The Auckland Council can support international connections through its international partner cities, through facilitating relationships in Auckland and nationally, and by providing services and infrastructure that support international connections.

DIRECTIVE 6.9

Build collaborative networks between government, iwi, public agencies, tertiary institutions and the private sector to support the expansion of export industries where Auckland has a competitive advantage.

407_ Auckland connects New Zealand internationally through its airport and seaports. Auckland Airport is the gateway for international and domestic tourists and migrants, an export port for high-value goods, and a catalyst for business development in surrounding areas. The upper North Island must be able to meet the short- and long-term growth requirements of an export-driven economy, through the capacity of its ports and freight transport system.

408_ Ports of Auckland is critical to New Zealand's freight capacity, with ports on both Waitematā and Manukau harbours and an inland port at Wiri. Planning for Auckland will allow for the export and import function served by the airport and Ports of Auckland. Their operational needs include the national freight requirements, particularly in relation to the ports of Tauranga and Whāngārei, and the connecting transport infrastructure. Wider North Island connections fundamental to the economy of Auckland and its neighbours are discussed in Section B: Auckland Now and into the Future, Chapters 12: Auckland's Physical and Social Infrastructure, and 13: Auckland's Transport. Raising export and import requirements will require increased freight movement (see Chapter 13: Auckland's Transport).

409_ Auckland can attract national and international head offices by positioning itself as the powerhouse for sustainable business, supported by a nation committed to renewable energy and a clean green image. The growth of corporate social responsibility (carbon profile and renewable energy opportunities), influences head office location (also see Chapter 12: Auckland's Social and Physical Infrastructure).



DIRECTIVE 6.10

Reinforce the global connections of Auckland businesses and work to attract firms and skilled migrants to Auckland.

PRIORITY 4 ENHANCE INVESTMENT IN PEOPLE, TO GROW SKILLS AND A LOCAL WORKFORCE

410_ Investing in our people and attracting and retaining talent are critical to Auckland's success in a changing international economy. Raised skill levels will improve Auckland's economic performance and reduce skill shortages, which impede innovation and business development.

411_ Auckland's young demographic has the potential to meet future workforce needs, when the current mismatch between their skill set and workforce requirements is addressed. Annual average youth unemployment in Auckland in the September 2011 quarter was 31% for 15- to 19-year-olds and 13% for 20- to 24-year-olds. Many adults face barriers to work through poor literacy and numeracy, including digital literacy. In addition, significant numbers of Aucklanders face cultural and socio-economic barriers, the disadvantage of distance, and disabilities, which inhibit their participation in work. Removing barriers and improving education and labour market outcomes for these communities is critical to Auckland's prosperity (see Chapter 1: Auckland's People).

412_ Economic transformation requires improving skill at all levels. Low-skill jobs will remain important to keep Auckland's economy and society functioning, but skill levels must increase. Shortages in many key areas limit growth opportunities: overcoming them involves growing our own talent and attracting skilled migrants.

413_ Auckland's high-calibre tertiary institutions have the capacity to train highly skilled graduates. When qualified, however, many choose to work overseas, lured by international experience and larger salaries. They do not all return.



DIRECTIVE 6.11

Work jointly to increase skill levels across the age and skill spectrum with an emphasis on disadvantaged youth, and remove barriers to participation and labour productivity for Auckland's workforce.



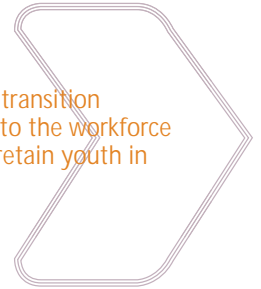
DIRECTIVE 6.12

Support Auckland's tertiary institutions and Research and Development providers to develop the skills needed for innovative, high-value industries, recognising that these industries also serve to attract skilled migrants and expatriate New Zealanders.



DIRECTIVE 6.16

Support programmes to transition youth from education into the workforce and create local jobs to retain youth in the area.



DIRECTIVE 6.13

Improve communication between education providers, including schools, universities, polytechs, industry training providers, sector organisations, and firms, to respond to changing skill requirements.



DIRECTIVE 6.14

Support further skill development and labour market participation for Māori, and support local iwi to finalise and leverage Treaty settlements to enable economic development to benefit Māori.



DIRECTIVE 6.15

Support further skill development and labour market participation for Pacific youth.



414_ Auckland cannot compete with other countries on income, so it must attract highly-skilled workers by stressing the unique factors that make Auckland an attractive city to work and live in.

415_ Māori have an important role to play in Auckland's future development. Close and ongoing collaboration with iwi, central government and community agencies will improve the opportunities and prospects of Māori youth through education and skill development. Local iwi can be supported in finalising Treaty settlements in the Tāmaki Makaurau and Northland (Ngāpuhi) areas. These settlements (and the prior Tainui settlement) can be leveraged to provide the leadership and resources to spur economic development for Māori and possibly others. This will link the city's economic development goals and the directives outlined in this Plan for the advancement of all groups in society.

416_ Similarly, Pasifika people contribute to Auckland's economic success. By 2026, 17% of Auckland's population will be Pasifika, many of them young people, who will be major contributors to Auckland's economy in the future. This Plan's emphasis on putting children and young people first will support the educational achievement and value of Pasifika youth.

417_ Matching skills needs to sector requirements will inform workforce planning and assist economic growth. An integrated stakeholder approach will lift skills across Auckland. Specific actions will focus on areas where pockets of low skills, high unemployment and underemployment exist, such as within the Southern Initiative area (see Chapter 1: Auckland's People).

PRIORITY 5 DEVELOP A CREATIVE, VIBRANT INTERNATIONAL CITY

418_ Auckland is already an appealing city, and the gateway to a country with a reputation as one of the most beautiful in the world. Development and growth will be managed to retain the features that make Auckland a desirable place to be.

419_ Auckland will become a vibrant international city by promoting and building on its sporting, creative, art and cultural experiences, and by valuing and leveraging its physical attributes: its unique combination of harbours, volcanoes and green-blue environment (see Chapters 3: Arts and Culture, 4: Auckland's Historic Heritage, 5: Auckland's Recreation and Sport, and 7: Auckland's Environment).

420_ Diverse, vibrant, beautiful cities are more likely to attract innovative, skilled people and investment, and benefit residents and visitors alike. Other sections of the Auckland Plan describe how Auckland's rural and urban environment and its culture and heritage can be sustained, valued and leveraged. A distinctive brand can capitalise on these attributes and help to differentiate Auckland, and enhance its international reputation by providing a coherent value proposition to attract visitors, migrants, researchers, innovators, entrepreneurs, investors and events, and the associated benefits they bring.

421_ Enhancing Auckland's attractiveness to visitors will boost tourist numbers and will provide Aucklanders with more employment, and greater social amenity. This will draw skilled workers and businesses to Auckland.

422_ Tourism is one of Auckland's major export earners: international visitors to Auckland spent \$3.3 billion in 2010: \$1.96 billion (59%) by international visitors and \$1.36 billion by domestic visitors.³⁷ Auckland attracts 37% of New Zealand's international visitor expenditure and 21% of domestic tourism expenditure, with growth in tourism spending in the region averaging just over 2% per annum. Overall, the Auckland visitor economy has grown by around \$250 million (8%) since 2005.³⁸

423_ To accelerate the growth of Auckland's visitor economy, and realise the associated benefits, we need to attract more high-value visitors and encourage longer stays. This requires improvements, such as developing authentic cultural experiences and waterfront attractions; strengthening links between the city, its harbours and regional parks; and the offerings of our rural areas.

424_ The Auckland Visitor Plan identifies specific investments and interventions that will increase Auckland's appeal to visitors by enhancing visitor infrastructure and improving Auckland's amenity.

425_ The growth of infrastructure and services required to accommodate a growing visitor economy provides an opportunity for Auckland to develop these in a sustainable manner. Auckland's environment is a significant part of our tourism offer, and our visitor industry should be socially and environmentally responsible. We will promote and develop eco-tourism opportunities.

426_ Developing a distinctive event and festival portfolio (utilising public and private venues) and actively promoting Auckland internationally will contribute to making Auckland a vibrant, creative international city that has a comparative advantage in attracting and retaining talented people (see Chapter 3: Auckland's Arts and Culture). High-profile events, such as the Volvo Ocean race, leave a valuable legacy, promote Auckland to the world, and contribute to a growing sense of pride in Auckland as an international city. Using the success of the Rugby World Cup 2011 as a template, the Auckland Major Events Strategy aims to build a portfolio of major economic and social events that will stimulate these outcomes for Auckland.

427_ The international airport, an effective transport network, the cruise ship terminal, and international conference and convention facilities improve Auckland's international attraction, especially for business visitors. The Auckland Council will work with central government, funders and infrastructure providers to maintain and develop key infrastructure in Auckland, and ensure that the benefits are fully realised for the advantage of all Aucklanders.

DIRECTIVE 6.17

Develop opportunities to advance Auckland as a gateway and destination for visitors, skilled workers and investors.

428_ To support the Auckland Plan, the Auckland Council and its stakeholders have developed an Economic Development Strategy (EDS). The EDS provides further detail regarding the priority areas outlined above, and identifies four cross-cutting opportunities which are central to achieving the strategy's aims. These are summarised in **Box 6.1**. The Council will also work closely with its economic development CCO (ATEED) to implement the approach to Auckland's economic development.



BOX 6.1 AUCKLAND
ECONOMIC DEVELOPMENT
STRATEGY – CROSS-
CUTTING OPPORTUNITIES

Sustainable eco-economy

Transitioning to a sustainable eco-economy requires 'green growth' - generally defined as a means to create jobs and economic growth while reducing costs and environmental impacts over the long term.³⁹ To achieve this, investment, competition and innovation must be supported by the use of new technology, infrastructure and the provision of services. This demands new thinking and a collaborative approach from business, industry, the Council and central government.

An awareness of environmental challenges and the pressure on global resources have prompted the emerging global shift towards green growth. The central government's Green Growth Advisory Group⁴⁰ believes that economies will shift to more sustainable practices, driven by change in many sectors including: consumer preferences, market demand, business strategy, government policy, global governance, and the emergence of clean technologies.

The challenge for Auckland is to become more energy-efficient by moving from a fossil fuel-dependent to a lower-carbon economy. Reducing Auckland's carbon emissions (see Chapter 8: Auckland's Response to Climate Change) can create economic opportunities. Global environmental challenges will allow New Zealand to capitalise on and bolster its clean and green reputation.

New Zealand is already known for its innovation in some of the green industries through leveraging its land-based expertise. The transformation required is to expand further into green technologies. Auckland and New Zealand can be world leaders in this field. The Auckland Council will lead by example through its procurement, waste and sustainability policies.



**BOX 6.1 AUCKLAND
ECONOMIC DEVELOPMENT
STRATEGY – CROSS-
CUTTING OPPORTUNITIES
(CONTINUED)**

Facilitating an iwi/Māori economic powerhouse

Māori have steadily increased their contribution to New Zealand's economy; for example, the value Māori have added to GDP has grown from 1.4% in 1996 to 5.9% in 2010. The Māori economy is not based only upon enterprises, investment and transactions, but also on its point of difference, centred on its culture and language.

Access to education and employment are crucial enablers of the Māori economy. There are opportunities for Māori to continue to improve their skills and education, and use their assets to increase economic prosperity domestically and internationally.

The transfer of assets from Treaty of Waitangi settlements continues to enhance iwi- and Māori-led economic development in Auckland. The land settlements (estimated to be \$250 million) include the return of South Mangawhai, Woodhill and Riverhead forests and a number of Crown properties (for example Auckland's volcanic cones). Further opportunities for purchasing land back from the Crown under a first right of refusal are being negotiated. This will provide a substantial base for iwi to grow their wealth and contribute to Auckland's economy. For example, Ngāti Whātua o Ōrākei turned their \$3 million settlement into a \$300 million asset in a period of 20 years.

In addition, iwi and hapū are entitled to seek other types of settlement. Commercial fishing settlements have provided iwi with substantial interests in that business, and aquaculture settlements which entitle iwi to 20% of existing aquaculture operations and any new aquaculture space, increase the opportunities for Māori to participate in aquaculture.

The Auckland Council and partners will support Māori economic aspirations through partnerships and working with Māori. The EDS will focus on the provision of joint programmes to facilitate training and employment, sustainable networks to support regional economic development, and enabling joint working relationships between Māori organisations. Actions include forming joint partnerships between Māori, the Auckland Council and the private sector on infrastructure development, and leveraging

cultural difference to provide partnership opportunities for authorised Māori tourism ventures, to accentuate Auckland's point of difference.

Economic opportunities will be balanced with environmental considerations to ensure a stable eco-economy.

Developing and enhancing an innovative rural and maritime economy

We will provide for emerging economic and innovative activities in our rural and marine environments. These include opportunities in tourism, and in industries such as horticulture, viticulture, the equine industry, aquaculture, and niche food sectors. (see Chapter 9: Rural Auckland).

We will work with our upper North Island neighbours to expand city-region cooperation and to better link our rural-based production, urban-based food processing, and manufacturing for exports.

Chapter 7: Auckland's Environment provides more detail on the importance of protecting our coastline, harbours, islands and marine areas, while still providing for economic activities associated with tourism, boating and aquaculture.

Supporting a diverse ethnic economy

Auckland is now far more ethnically diverse than New Zealand as a whole. Auckland has significant migrant populations of Pacific Peoples, and Asian, African, Middle Eastern and Latin American immigrants. Links between migrants and their countries of origin reinforce Auckland's emerging international identity. New migrants add to our knowledge clusters, provide access to leading-edge ideas and technologies, and can create new possibilities for increased trade through their international networks. For Auckland's existing communities and new migrants to realise the benefit of increased diversity, they must be able to integrate readily and access employment that makes full use of their qualifications and experience. In Auckland this requires collaboration and adaptation on the part of employers, host communities and migrants themselves.

CHAPTER 7

AUCKLAND'S ENVIRONMENT

UPOKO 7 - TE TAIAO O TĀMAKI MAKĀURAU



STRATEGIC DIRECTION 7

ACKNOWLEDGE THAT NATURE AND PEOPLE ARE INSEPARABLE

TARGETS

Reduce gross per capita water consumption from 2004 levels by 15% by 2025	Ensure no loss in the area of significant landscape, natural character and natural features	Reduce the overall yield of suspended sediment to priority marine receiving environments from 2012 levels by 15% by 2040	Achieve approval from UNESCO for World Heritage status for the Auckland volcanic field by 2020	Achieve zero waste to landfill by 2040
Reduce air pollutant emissions (PM ₁₀) by 5% by 2016 (based on 2006 levels) in order to meet national and international ambient air quality standards and guidelines, and achieve a further 20% reduction by 2040	Ensure no regional extinctions of indigenous species and a reduction in the number of 'threatened' or 'at risk' species from 2010 levels by 50% by 2040	Increase the proportion of residents who understand their risk from natural hazards and are undertaking measures to mitigate or reduce their risk from 2011 levels to 80% by 2040	Establish by 2018, through the relevant statutory process, future marine-protected areas, including marine reserves identified by the Hauraki Gulf, Kaipara Harbour, Manukau Harbour and West Coast marine spatial plans	Reduce the vulnerability of identified ecosystems by ensuring a 95% probability of each ecosystem type being in a viable state by 2040

PRIORITIES

1	2	3	4
Value our natural heritage	Sustainably manage natural resources	Treasure our coastline, harbours, islands and marine areas	Build resilience to natural hazards


AUCKLAND EXPECTS THAT WE WILL ALL HAVE A SENSE OF PRIDE IN OUR NATURAL HERITAGE, AND SHARE THE RESPONSIBILITY FOR LIVING SUSTAINABLY AND LOOKING AFTER OUR ENVIRONMENT.

KO TE ARO WHAKAARO O TĀMAKI MAKĀURĀU, KIA HIHIRI TE ARONGA O TĀTOU KATOĀ KI NGĀ TAONGA TUKU IHO, KIA TUARI TE KAWENGA O TE NOHO MATATŪ ME TE TIAKI I TŌ TĀTOU TAIAO.

429_ Aucklanders are the guardians of a precious environment. Our natural surroundings are unique: our harbours, volcanoes, productive soils, ranges, islands, lakes and streams provide a magnificent setting for the diversity that is Auckland. It is home to special wildlife in marine, freshwater and terrestrial ecosystems. The environment has intrinsic values which are values in their own right, as distinct from the benefits people obtain from them.

430_ Auckland's environment and its people are intertwined. People depend on the life-supporting services it provides (see **Box 7.1**). Since the first Māori settlers, people have been drawn here because of the natural environment. It is beautiful: from rugged, wild, black-sand west coast beaches to sheltered, golden coves and islands. Auckland is spacious with its 'low land, high sky and wide water' – an open green and blue landscape. **Map 7.1** shows places with high concentrations of native plants and animals, the network of streams, and the connections between environmental features throughout Auckland.





BOX 71
ENVIRONMENTAL PRINCIPLES
(ALSO SEE BOX 10.2)

Auckland's environment must be healthy and resilient in order to support life and lifestyles. To ensure this we must recognise that:

1. The environment supports us - the natural resources provided by our environment have limits, and must be protected and restored to ensure our future well-being.
2. We need to consider environmental values in all that we do – the interaction between the environment and people is understood and considered in our everyday behaviour and choices.
3. Everything is connected – human activities affect the air, sea, land and freshwater systems. Understanding the connections between environments in the way we manage them is critical.
4. Biodiversity is everywhere – our flora and fauna, and their habitats, occur on both public and private spaces, and in urban, rural, freshwater and coastal areas. To maintain biodiversity values we must all work together.
5. Natural hazards can affect our well-being – we need to ensure that Auckland and its people are resilient to the effects of natural hazards.
6. We are environmental stewards – future generations will depend on how well we manage the natural environment.



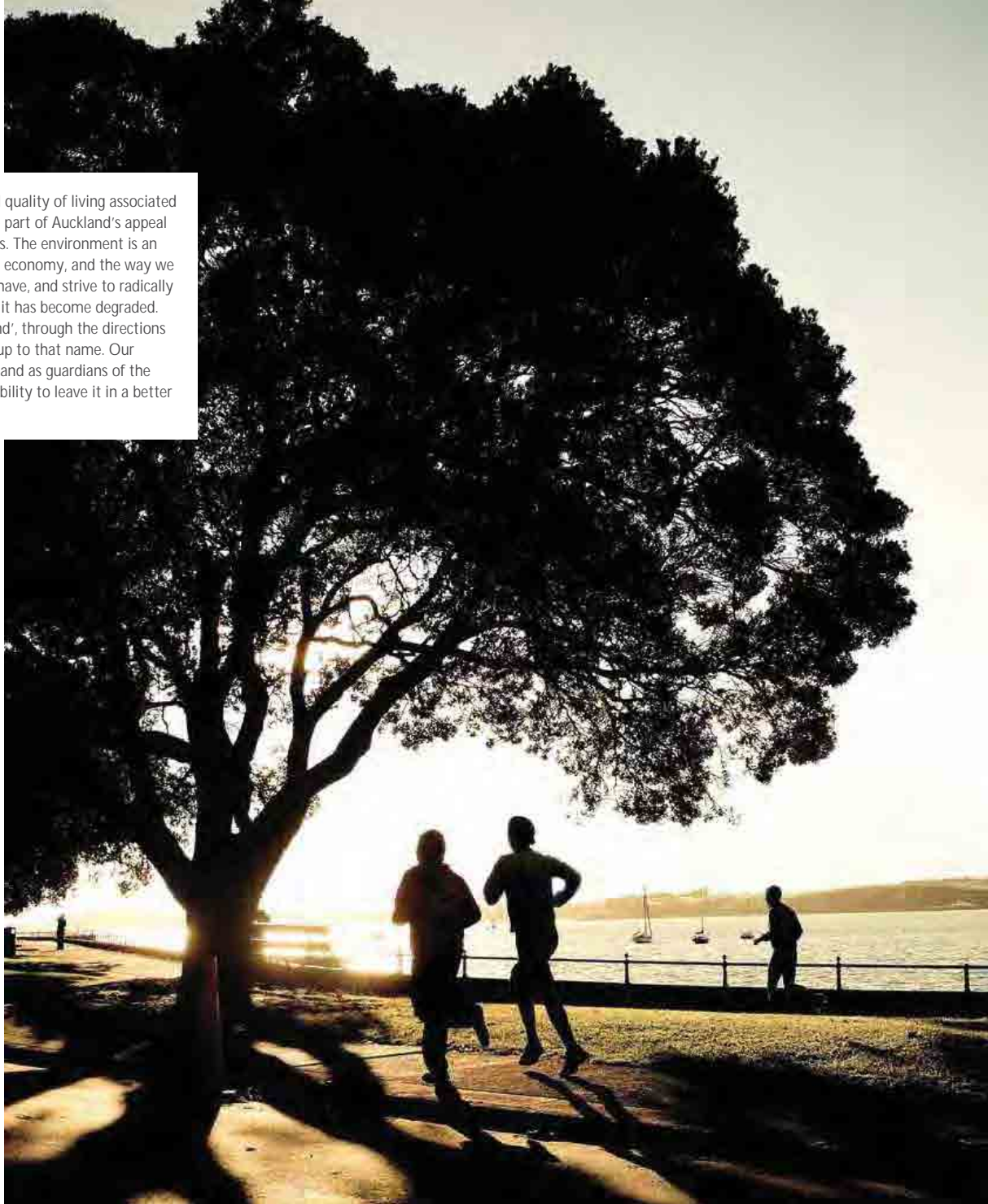
431_ Over generations, waves of settlers have left their mark on the landscape. We have progressively reshaped and modified the environment to suit our needs. Despite regulation and considerable effort, many negative environmental trends continue. The State of the Auckland Region Report (2010)⁴¹ noted that:

- ▶ air pollution health costs are at least \$547 million each year
- ▶ soils are degraded by compaction, chemical fertilisers, and erosion
- ▶ fresh water quality is poor in streams, wetlands, vulnerable aquifers and lakes
- ▶ sheltered marine areas receive high levels of contaminants and sediment from adjoining catchments
- ▶ half of our indigenous areas are in poor or very poor condition
- ▶ natural hazards cost Auckland millions of dollars each year, and with the effects of climate change these costs may rise
- ▶ resource consumption and waste production is increasing
- ▶ the extent and condition of Auckland's heritage resources are not adequately recorded.

432_ The report declares that 'looking ahead, it is clear that some environmental gains will be seen within an overall gradual decline.' We need to respond to emerging threats which pose risk to our natural heritage, such as Kauri dieback. Unless a stronger focus is given to controlling at source those activities and elements that cause environmental harm, Auckland will not achieve its vision.

433_ Similarly, the Hauraki Gulf State of Environment Report 2011⁴² identified that our marine environment is also under stress. Fish stocks are at low levels and there has been an incremental decline in water quality. The report noted that: 'it is inevitable that further loss of the Gulf's natural assets will occur unless bold, sustained and innovative steps are taken to better manage the utilisation of its resources and halt progressive environmental degradation.'

434. The physical attributes and quality of living associated with our environment are a large part of Auckland's appeal to residents, visitors and migrants. The environment is an essential part of our identity, our economy, and the way we live. We will safeguard what we have, and strive to radically improve our environment where it has become degraded. We will become a 'green Auckland', through the directions and actions in the Plan, and live up to that name. Our own well-being depends on this, and as guardians of the environment, we have a responsibility to leave it in a better state for future generations.



PRIORITY

1 VALUE OUR NATURAL HERITAGE

435_ Auckland is defined by its natural heritage on land and in water. The concept of natural heritage refers to biodiversity, landscapes, geological features, natural character, and relationship with public space and private land; these all contribute to Auckland's identity, character and amenity. Rangitoto, Hauturu (Little Barrier), Maungakiekie (One Tree Hill), Maungawhau (Mt Eden), the Ōtuataua Stonefields, Puketūtū Island, the Waitākere Ranges and our many harbours are some examples of natural heritage. Auckland's volcanic cones are among the most treasured and easily identified landscape features, and these maunga are of particular significance to Auckland's iwi.

436_ The ancestral association of tangata whenua with the natural environment and their identification with important landmarks, contribute to tribal identity and tūrangawaewae (standing place). Many of our landscapes have particular physical, cultural and spiritual significance to tangata whenua. These landscapes and natural features provide opportunities for all Aucklanders for recreation and enjoyment, and are part of our collective identity.

437_ Our natural heritage contributes to our sense of place, and it benefits us in our daily lives. These benefits, termed ecosystem services,^{43,44} include resources (such as soils for food production) and processes (such as filtering pollution). Ecosystem services provided by indigenous species underpin many recreational and eco-tourism opportunities. The challenge in managing ecosystem services is that we cannot manage well what we do not measure. Future decisions must account for the true value of nature and its benefits.

DIRECTIVE 7.1

Acknowledge and account for ecosystem services when making decisions for Auckland.



* "Ecosystem services" are the benefits people obtain from the environment, including goods (soil, food, animals, water, scenery) and services (functions such as water filtration, flood protection, pollination).

MAP 7.2 SIGNIFICANT RECREATIONAL AND PUBLIC OPEN SPACE AREAS



DIRECTIVE 7.2

Recognise and promote:

- ▶ the contribution of natural heritage to urban character, quality, amenity and sense of place
- ▶ natural heritage as part of sustainable rural land management
- ▶ opportunities for conservation of natural heritage on public open space and private land

438_ Auckland has an outstanding network of parks and open spaces that protect natural values and are enjoyed by Aucklanders and visitors alike (see **Map 7.2**). They include the regional parks, local parks and island reserves managed by the Department of Conservation. The 26 Regional Parks (established from 1965) cover more than 40,000 hectares with a diversity of landscapes and ecological values. From Ambury Farm Park in Māngere to coastal parks such as Tāwharanui to the north and Tāpapakanga to the south, and native bush in the Waitākere Ranges, these areas provide opportunity for recreation and enjoyment. Access to all our parks is free of charge, but maintaining and enhancing them requires ongoing investment.

439_ Protecting Auckland's irreplaceable natural areas against poorly located or designed development is essential to maintaining and improving the quality of the environment. In particular, development should be carefully managed or avoided in significant landscapes as shown in **Map 7.3** and significant ecological areas as shown in **Map 7.4**. As Auckland continues to develop, our challenge is to do so in sympathy with the scale and character of existing landscapes. We must manage the increased pressure on ecosystem services to ensure our natural heritage is protected for future generations.

DIRECTIVE 7.3

Identify significant landscapes, landscape character, natural character and natural features, and appropriately manage these to protect and enhance their biophysical and sensory qualities, and associated values.



DIRECTIVE 7.4

Identify places of high natural heritage value, and where appropriate, protect, manage and expand public open space areas so they can be enjoyed by everyone.

440_ Auckland is home to over one third of New Zealand's native plant species and more than half of its native bird species, some of which are only found here. We have one of the richest endemic seabird breeding areas in the world, and the islands of the Hauraki Gulf are internationally significant. Our freshwater and marine environments are unique due to our latitude, climate and geography. We have many threatened birds (including the black petrel, fairy tern and the New Zealand storm petrel), rare plants (such as Cook's scurvy grass) and lizards (such as the Chevron skink). Our waters have fragile populations of marine mammals, including Maui's Dolphin, and freshwater fish such as the black mudfish and shortjaw kokopu.

441_ Development has resulted in a loss of habitats and a reduction in biodiversity; we must protect and restore habitats and ecosystems. Moves to protect and improve Auckland's natural heritage have begun. Notable successes include the Leigh Marine Reserve, Ark in the Park and the restoration of Tiritiri Mātangi Island. These and other conservation efforts have already increased the number of native birds, plants, fish and animals in rural and urban areas. Continuing this work will help to revive the dawn chorus and bring nature back. There is scope to further enhance the biodiversity of both rural and urban landscapes to complement and improve our land use and lifestyles.

442_ Maintaining biodiversity means continuing to control pest plants, fish and animals; managing development on both public and private land; and ensuring that this development is located away from ecological areas of high value.



DIRECTIVE 7.5

Protect ecological areas, ecosystems and areas of significant indigenous biodiversity from inappropriate use and development, and ensure ecosystems and indigenous biodiversity on public and private land are protected and restored.

PRIORITY 2 SUSTAINABLY MANAGE NATURAL RESOURCES

443_ Development puts pressure on land and water resources and impacts on air quality. It results in additional waste that must be managed and minimized. We must manage and maintain the quality of our natural resources for the long-term health, well-being and prosperity of Aucklanders. In everything we do we must consider the environment (also see **Figure 7.1**).

Clean Air

444_ Clean air is fundamental to health. Emissions to air result in levels of particulate matter and nitrogen oxides that regularly exceed standards and guidelines (see Chapter 1: Auckland's People). The resulting health impacts on Auckland's population include 1.16 million working days lost due to illness or poor health, and approximately 730 premature deaths each year.

DIRECTIVE 7.6

Reduce emissions from home heating, transport and other sources to improve air quality.

DIRECTIVE 7.7

Minimise reverse sensitivity and exposure associated with emissions.

445_ Transport is the main contributor to total air pollution (see Chapter 8: Auckland's Response to Climate Change). Improved fuels and new vehicle technologies have lowered emissions from late model vehicles, but these gains have been offset by increasing vehicle numbers, longer travelling distances and an ageing vehicle fleet. The quality compact urban form and improvements to alternative forms of transport encouraged in this Plan (see Section D: Auckland's High Level Development Strategy, Chapter 10: Urban Auckland and Chapter 13: Auckland's Transport) will contribute to lower emissions and improved air quality.





446_ Auckland Council is responsible for managing air quality in the region under the Resource Management Act (1991) and the National Environmental Standards for Air Quality. Domestic home heating, transport and industry are the three main sources of air pollution in Auckland. Fine particle emissions from domestic (wood-burning) fires are of particular concern as a health risk. A reduction in these emissions and improved home insulation (see Chapter 11: Auckland's Housing) will ameliorate people's health, but the potential cost impact needs to be considered.

447_ The location of pollutant activities determines the level of community exposure to pollution. Where sensitive land uses (for example housing, schools and hospitals) are not sufficiently separated from air discharges, conflicts may occur. If a new sensitive land use locates close to an incompatible existing land use (for example industry), then the operation of the existing land use may be compromised. This is known as reverse sensitivity, and it can be prevented by effective zoning.

Water quality and demand

448_ Preserving marine and fresh water quality is fundamental to Auckland's future. The recreational opportunities water provides are of immense importance to Auckland's economy and liveability. Many people enjoy beaches, coastlines, lakes, wetlands and streams for swimming, boating, diving, surfing, fishing and other activities. Our water features have significant natural and cultural values, and contribute to our sense of place. However, clean, accessible water is a finite resource. We must know how much we have, and manage its use to safeguard sustainable flow levels in waterways. Any water shortages will affect both urban and rural users, and pose a risk to natural values.

449_ Water is of high cultural significance and interest to Māori, who have strong historic links to many waterways as life-giving sources of food and transport. Māori also attach a spiritual significance to water, with each water body having its own spirit or mauri. Freshwater ecosystems supported early Māori settlement and although degraded, are still highly valued. Auckland will provide for the involvement of Māori to ensure tangata whenua values are identified and reflected in the management of water.

450_ The National Policy Statement for Freshwater Management 2011 requires local governments to safeguard water's life-supporting capacity and ecosystem values. This will take time and involve new approaches. It will involve iwi, communities and water users working together to identify the use and non-use values of freshwater bodies, then defining actions to enhance these values.

DIRECTIVE 7.8

Establish freshwater values and aspirations with communities and make freshwater an identifying feature of Auckland.



451_ Auckland's development has put pressure on water resources and resulted in major hydrological changes. Over the last century, stormwater management in urban areas and drainage and diversion for rural production have lowered water quality and ecological function within catchments and degraded coastal receiving environments. By understanding what was done, we know how to do things better. Still, integrating management of freshwater across whole catchments is a significant challenge.

452_ People are attracted to water. The blue network of streams runs across both public and private land. Connectivity is a key part of the network's function, and freshwater not only maintains life in catchments, but feeds marine life in river mouths and estuaries. However, water quality, aquatic life, amenities and access can be improved. Riparian rehabilitation is needed to improve environmental, social, and economic outcomes. Revegetation along streams and in catchments can provide a carbon sink and reduce our net carbon emissions (see Chapter 8: Auckland's Response to Climate Change).



⁴⁵³ Although Auckland is relatively water-rich, water is not limitless nor is it always at the right place at the right time. As Auckland continues to grow, managing our freshwater resources and maintaining the health of aquatic ecosystems will become even more critical. This challenge affects households, businesses, and the urban and rural environments, and has implications for our remaining natural areas. We will limit the minimum acceptable water quality, and maximum water quantity taken. We need to further develop a coordinated strategy addressing all matters relative to water, including reducing the amount of water we use (see Chapter 12: Auckland's Physical and Social Infrastructure).

DIRECTIVE 7.9

Set limits for minimum water quality and for maximum water take, to support iwi, community, and water users' aspirations.

DIRECTIVE 7.10

Manage land to support the values of waterbodies by protecting them where they are high and reviving them where they are degraded.

Waste minimisation and management

⁴⁵⁴ Rising consumption and the resulting waste generated by a growing population presents a critical problem for modern society; the volume and nature of the waste we generate currently is unsustainable. To manage waste effectively we must reduce the volumes generated, and recycle or re-use to reduce what goes to landfill.

⁴⁵⁵ Auckland has adopted an aspirational target of achieving zero waste to landfill by 2040. Planning for waste minimisation and management in Auckland will identify more specific short- to medium-term targets for domestic, industrial and commercial waste. The anticipated population growth, and mana whenua values and concerns regarding waste, will be considered during this process.

DIRECTIVE 7.11

Manage Auckland's waste in the priority of reduce, reuse, recycle, recover, treat and dispose.

FIGURE 7.1
ADDITIONAL ENVIRONMENTAL
CONSIDERATIONS

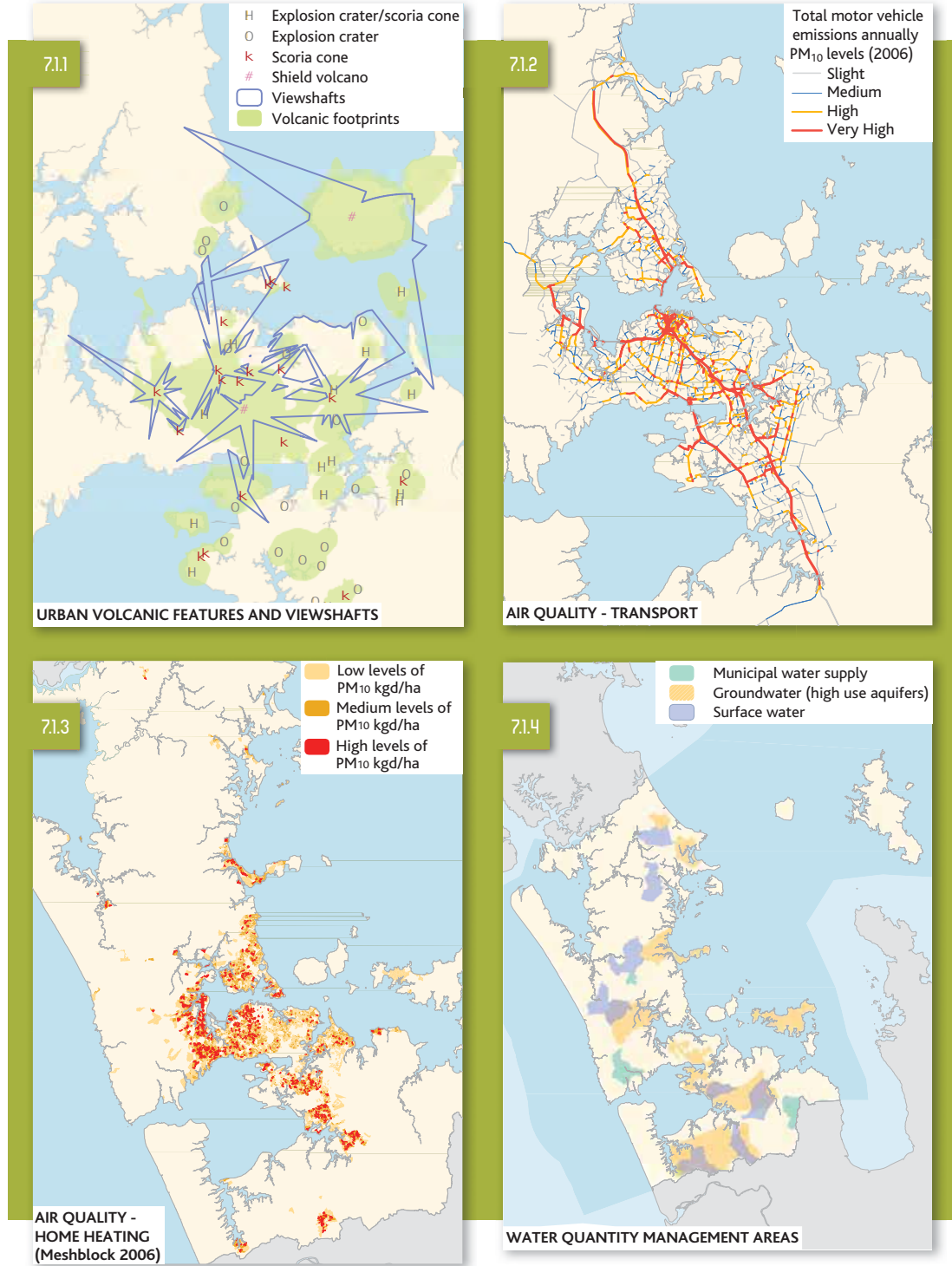


FIGURE 7.1
ADDITIONAL ENVIRONMENTAL
CONSIDERATIONS

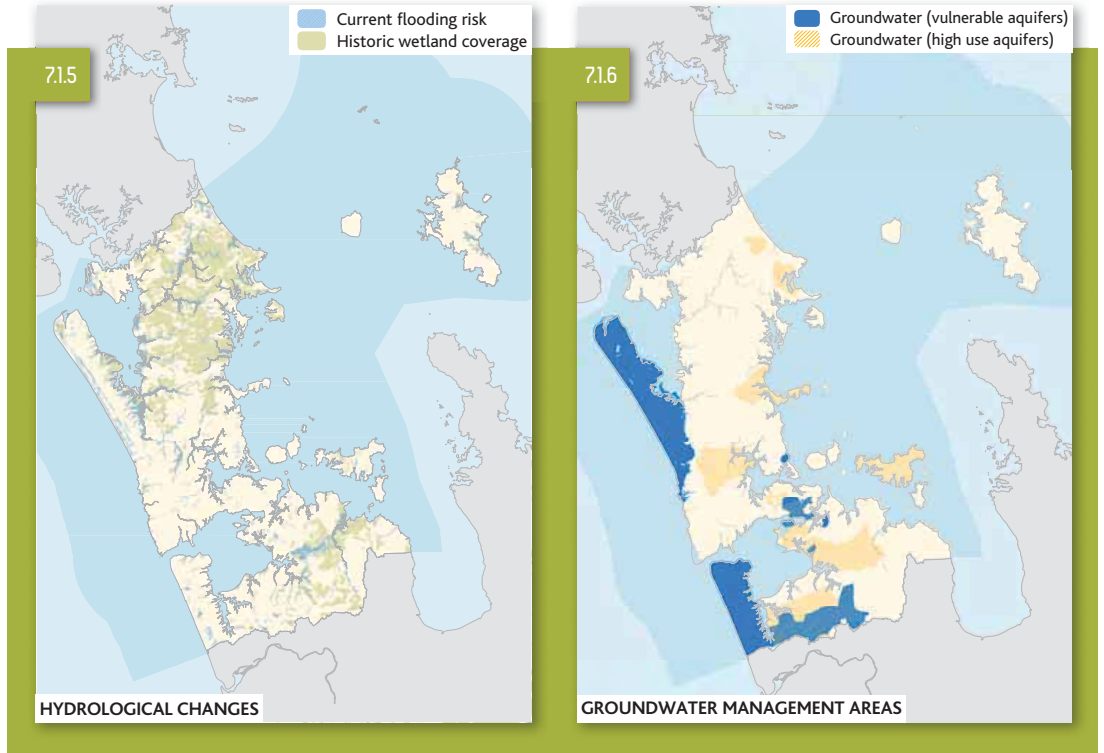
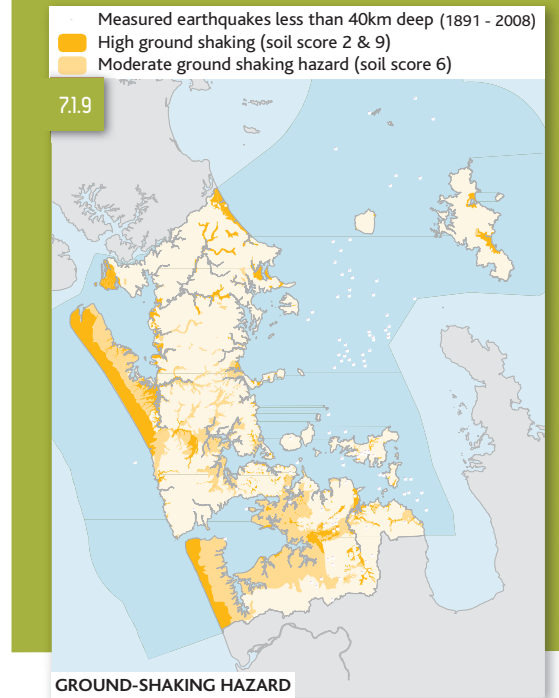
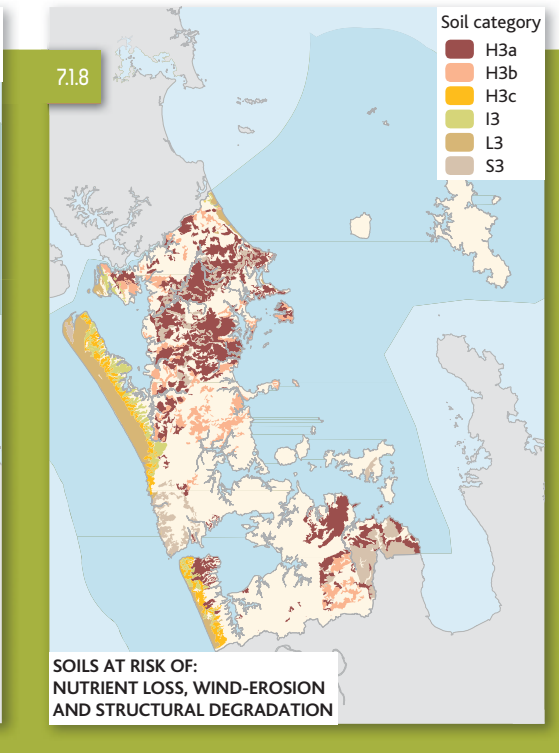
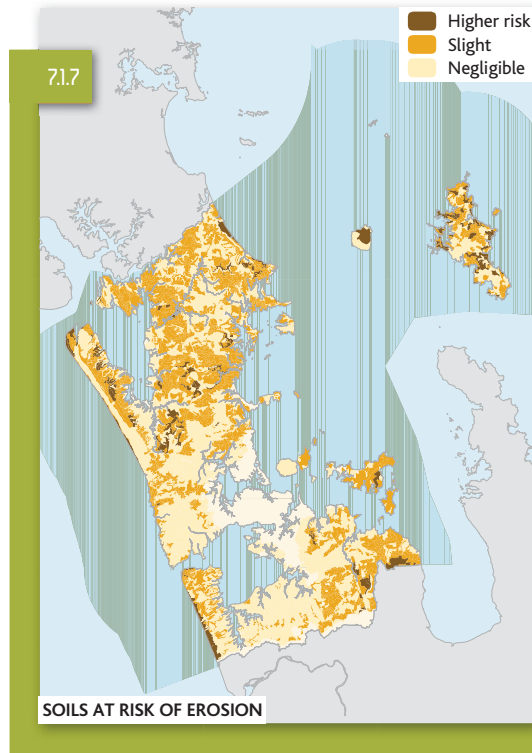


FIGURE 7.1
ADDITIONAL ENVIRONMENTAL
CONSIDERATIONS



PRIORITY 3 TREASURE OUR COASTLINE, HARBOURS, ISLANDS AND MARINE AREAS

456_ Around 70% of the Auckland region consists of coastal waters. The coast and sea have shaped Auckland's history and are central to our culture, both for tangata whenua and more recent arrivals. No one in Auckland lives far from the sea, and we love to relax and play on our beaches and coastal waters. Auckland's islands, beaches, harbours and estuaries have shaped its urban and rural land uses.

457_ A range of coastal uses support our economy. These include one of New Zealand's major ports, marine transport links, a destination waterfront development, and the aquaculture, fishing and marine industries.

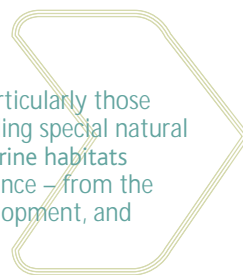
458_ Our marine environment also provides varied marine habitats and ecosystem types that sustain a great number of species. More than 195 fish species have been recorded locally, and estuaries and river mouths provide important spawning habitats. Areas such as the Kaipara and Manukau harbours provide feeding and breeding grounds for coastal and migratory birds. (See **Map 7.5**)

459_ Water that runs off the land flows through waterways or pipes to the sea, carrying sediment and contaminants with it. This can degrade or destroy coastal habitats (e.g. by mangrove expansion) and present risks to human health. This is a particular concern for city beaches, which can be unsafe for swimming following heavy rainfall. Continued degradation of the marine habitat will lead to a decline in fish numbers. While we cannot avoid discharges from the land, we can improve water quality and the coastal values of degraded areas. It is important to consider the effects of our land-based activities on the coast.

460_ Auckland's coastline encompasses a range of landforms from the high energy beaches (where destructive waves carry sediment out to sea) of the west coast to coastal cliffs and sheltered harbours. The Kaipara Harbour is largely surrounded by rural land, and is known for its spiritual and remote wilderness values. The Manukau Harbour has a long history of use and settlement, and has both urban and rural communities around its shores. Our western sea port is located there. The Waitematā Harbour provides a magnificent setting for surrounding suburbs and the city centre. This harbour is the site of the principal operations of the Ports of Auckland, our active working port. Our smaller harbours, such as Mahurangi and Whangateau, also offer aesthetic, recreational and ecological values.

DIRECTIVE 7.12

Protect coastal areas, particularly those with high values – including special natural character, significant marine habitats and recreational importance – from the impacts of use and development, and enhance degraded areas.



461_ The Hauraki Gulf Marine Park (see **Map 7.2**) covers the east coast marine area of the Auckland and Waikato regions. It was established in 2000 in recognition of its natural richness, environmental quality, biological diversity and landscape, which is distinctive within New Zealand. It protects important areas within a lived-in, worked-in environment that includes land controlled by different agencies. Objectives previously established for the Gulf, its islands and catchments, aim to achieve integrated management across land and sea, so that the effects of land use on the marine environment are considered and the life-supporting capacity of the Gulf is protected. Despite this, the Hauraki Gulf State of Environment Report (2011),⁴⁵ showed ongoing degradation, and stated that bold, sustained and innovative steps are required to protect this nationally significant and fragile environment.

DIRECTIVE 7.13

Ensure integrated and sustainable management of marine areas through marine spatial planning for the Hauraki Gulf, Kaipara Harbour, Manukau Harbour and west coast.



462_ Integrated management is necessary to address the effects of land-based activities on the marine area, and to enhance the linkages across land and sea. Sustainable management of the natural values of coastal ecosystems will maximise the economic, social and cultural opportunities that rely on a coastal location. Marine spatial planning is a collaborative approach to achieve more effective management of Auckland's marine environment.

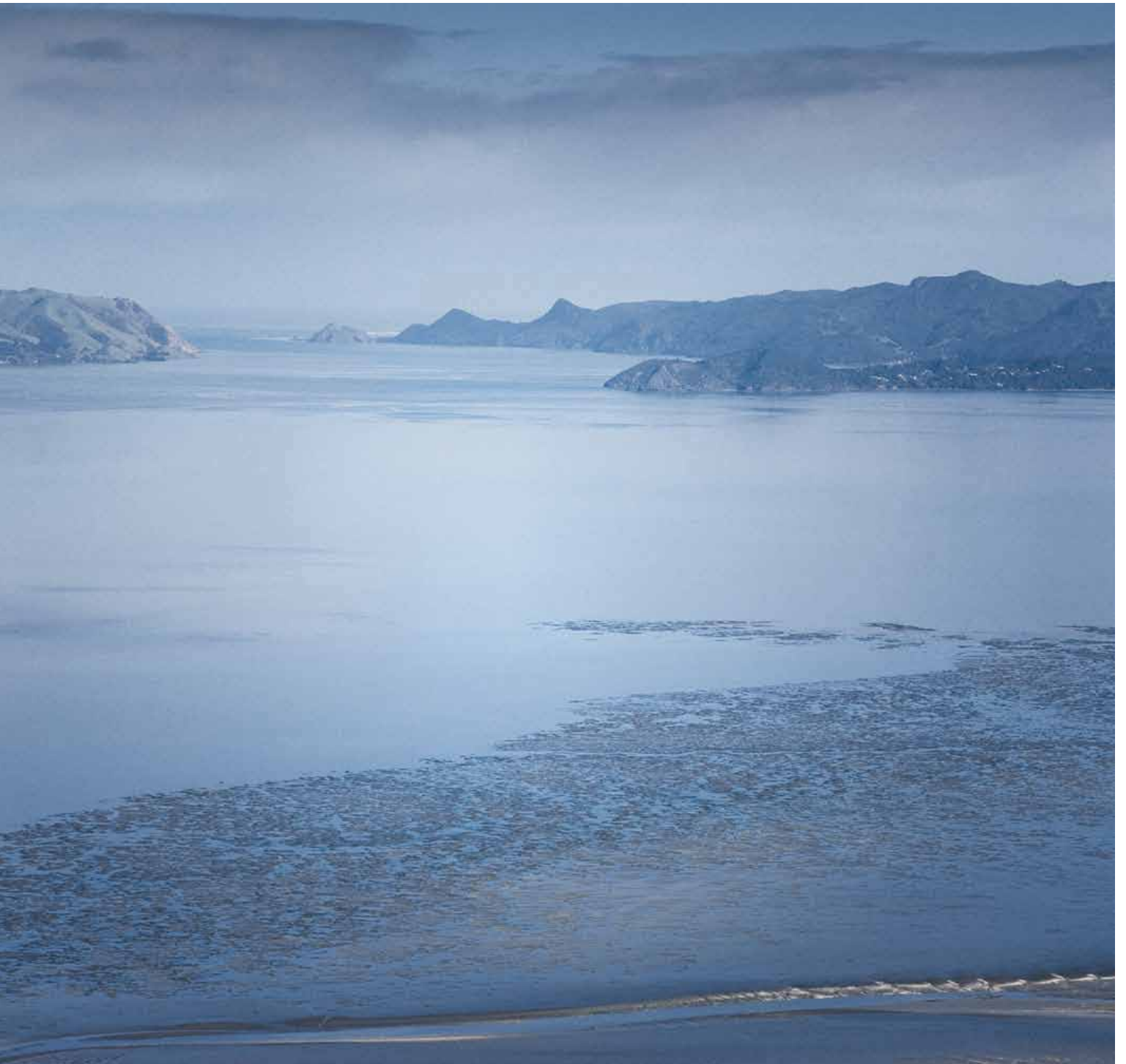
463_ Protection of the marine environment provides a way for habitats and ecosystems to adapt and recover in response to disturbance: this ensures their long-term survival. Providing adequate protection for the marine environment involves considering the complete ecosystem, including the relationship between habitat types and the effects of different marine- and land-based activities on habitats.

464_ Multiple management tools can be used to achieve the appropriate level of protection of Auckland's marine environment, ranging from 'no-take' areas (marine reserves) to marine-protected areas that allow some extractive fishing activities. Auckland Council provides a level of marine protection through managing the adverse effects of discharges, disturbance, aquaculture and other activities. The first Marine Reserve in New Zealand was created at Leigh in 1977 and is now one of Auckland's best-known coastal attractions. The critically endangered Maui's Dolphin (**Maps 7.1 and 7.4**), which is estimated at around 55 in number⁴⁶ is currently protected by a marine mammal sanctuary. Other controls such as marine reserves, Mātaitai, Taiapure, and the Resource Management Act (1991) ensure the protection of other species, locations and ecosystems.

465_ This plan includes a target to "establish by 2018, through the relevant statutory process, future marine-protected areas, including marine reserves, identified by the Hauraki Gulf, Kaipara Harbour, Manukau Harbour and West Coast marine spatial plans." These areas will be identified following an inclusive and consultative process with all stakeholders, and appropriate measures will be introduced for the effective management and protection of our marine values. To achieve the target, these measures will be effected through the relevant statutory process by 2018.

* Marine habitat and ecosystem types are defined in "Department of Conservation and Ministry of Fisheries (2008), Marine Protected Areas Classification, Protection Standard and Implementation Guidelines. New Zealand Government."





PRIORITY 4 BUILD RESILIENCE TO NATURAL HAZARDS



DIRECTIVE 7.14

Take account of environmental constraints as identified on Map 7.6 and Figure 7.1 when considering the location and nature of any future development.

466_ Aucklanders have become more aware of natural hazard risk as a result of the Canterbury earthquakes, which showed how vulnerable our communities, economy and day-to-day lives are to natural hazard events and environmental changes. It is important to build resilient and safe communities able to cope with, and adapt to, the effects of hazard events. Being more resilient protects people and their homes from natural hazard events; maintains critical infrastructure (energy supply, sewerage systems, water reticulation, telecommunications systems); and ensures social infrastructure can withstand external shocks (community and health networks, civil defence, and emergency services).

MAP 7.6 ENVIRONMENTAL CONSIDERATIONS



467_ Parts of Auckland are at risk from natural hazards that occur with varying severity and frequency. There is evidence of seismic activity, active faults, areas susceptible to liquefaction, tsunamis, volcanoes, landslides, flooding, tropical storms and cyclones, tornadoes, and storm surges. Low-lying coastal land is vulnerable to some of these hazards, in particular storm surges, tsunami and flooding associated with major rainfall events. Future housing development must be located away from natural hazards (see **Map 7.6** and **Figure 7.1**), to reduce the risk to people, property and the environment.

468_ Predicted changes in climate (see Chapter 8: Auckland's Response to Climate Change and Directive 8.5) could have an effect on the environmental processes that cause hazard events. These include an increase in frequency and intensity of rainfall and subsequent flooding events. Predicted sea-level rise associated with global warming is expected to exacerbate the effect of other coastal hazards in low-lying areas over time. **Map 7.7** indicates areas for further investigation of sea-level rise risk, and other low-lying coastal natural hazards. (Projections for sea-level rise are outlined in Chapter 8: Auckland's Response to Climate Change, **Box 8.3**). **Map 7.7** shows that although Auckland has coastal areas at risk, much of our urban land area is elevated.

469_ The projected effects of climate change must be incorporated into natural hazard management practices, including the approaches set out in Directives 7.14 and 7.15. These measures will build the capacity to cope with and adapt to changes in the future. The challenge is to develop strategies to reduce the vulnerability and exposure of people and assets to extreme climatic events.

DIRECTIVE 7.15

Avoid placing communities and critical infrastructure and lifeline utilities in locations at risk from natural hazards, unless the risks are manageable and acceptable.



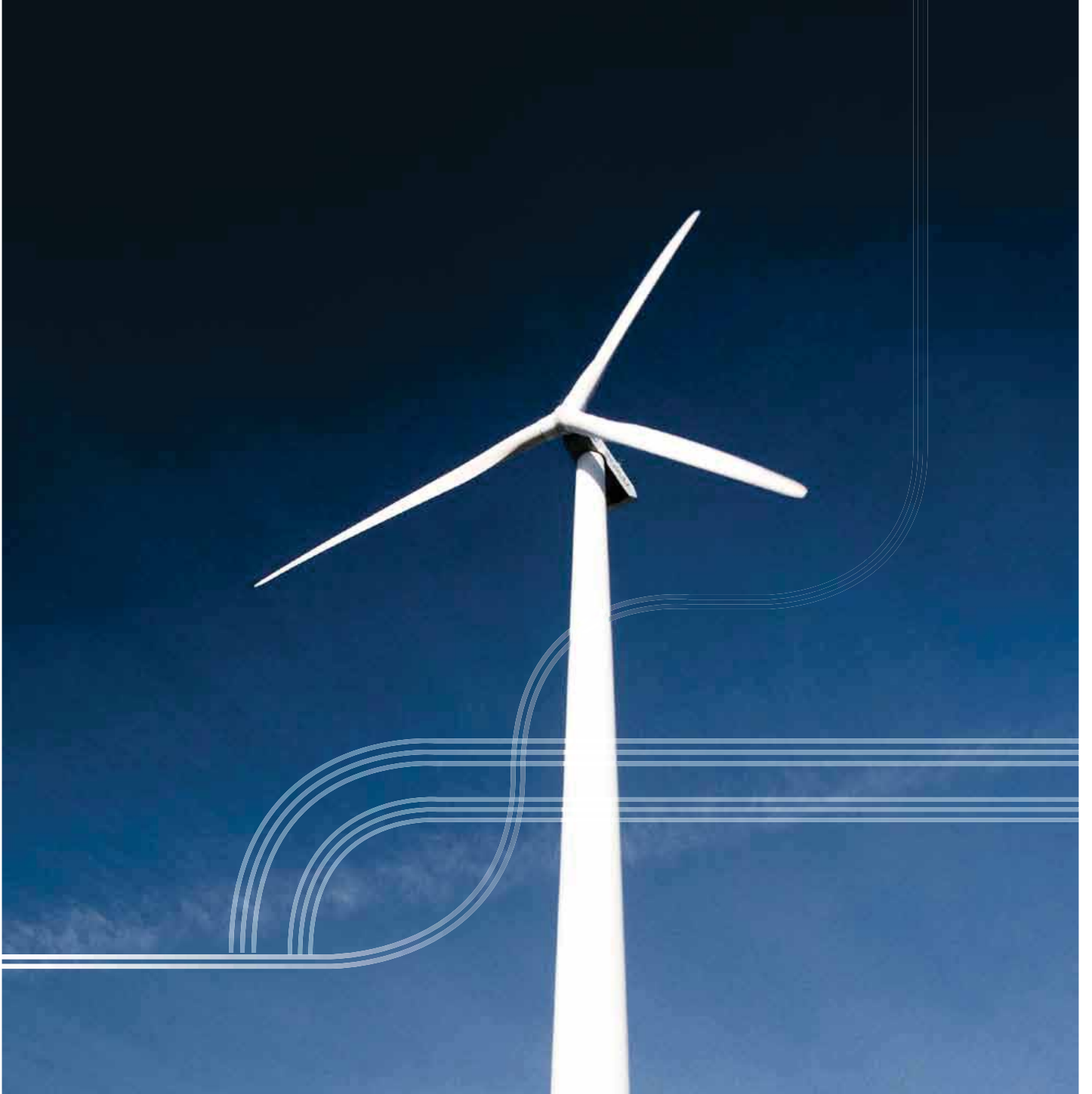
MAP 7.7 POTENTIAL SEA LEVEL RISE SCENARIOS



CHAPTER 8

AUCKLAND'S RESPONSE TO CLIMATE CHANGE

UPOKO 8 - TE WHAKARITE A TĀMAKI MAKAURAU MŌ NGĀ
WHAKAREKĒTANGA O NGĀ ĀHUA HUARERE



STRATEGIC DIRECTION 8

CONTRIBUTE TO TACKLING CLIMATE CHANGE AND INCREASING ENERGY RESILIENCE

TARGETS

Reduce the amount of human-induced greenhouse gas emissions by:

- a. 10%-20% by 2020 based on 1990 emissions levels
- b. 40% by 2040 based on 1990 emissions levels
- c. 50% by 2050 based on 1990 emissions levels

Support the national target of 90% of electricity generation from renewable sources by 2025

PRIORITIES

1

Mitigate climate change

2

Improve energy efficiency, security and resilience

3

Adapt to a changing climate

AUCKLAND EXPECTS THAT WE WILL WORK TOGETHER TO PLAY OUR PART IN MEETING THE NATIONAL GOAL OF SIGNIFICANTLY REDUCED GREENHOUSE GAS EMISSIONS (MITIGATION), AND THAT WE WILL IMPROVE ENERGY EFFICIENCY, RESILIENCE AND SECURITY AND OUR CAPACITY TO ADAPT TO CLIMATE CHANGE (ADAPTATION).

KO TE ARO WHAKAARO O TĀMAKI MAKĀURAU KA MAHI TĀTOU KI A TĀTOU, HEI MAHI WHAKAHEKE TE HĀPARAPARA O TE ROHE WHĀNUI, KĀTAHI KA PIKI TE ORANGA, KA MAU TE MĀROHIROHI ME Ō MĀTOU WAIA KI TĒNEI KAUPAPA.

470_ Our climate is changing globally, regionally and locally. The impacts, already evident, are expected to be even more severe in the future. Although climate change poses risks and uncertainties for Auckland, it also offers opportunities.

471_ Aucklanders have always faced climate-related risks such as heat waves, droughts and tropical storms. While climate change is a natural process, there is now a strong scientific consensus that greenhouse gas (GHG) emissions from human activities, particularly the use of fossil fuels, are causing the climate to change at unprecedented rates. Climate change can be defined as "a change of climate that is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and that is, in addition to natural climate variability, observed over comparable time periods."⁴⁷

472_ Despite growing global efforts to reduce GHG emissions, some climate change is inevitable. Auckland could encounter a range of effects, including changes to temperature and rainfall patterns, more frequent and intense weather events, and accelerated sea-level rise (See **Box 8.1**).

473_ The risks associated with these climate changes are likely to be wide and far-reaching. Auckland could be affected in three key ways:

- ▶ reduced performance of infrastructure and industries directly affected by changes in climate conditions or damaging extreme events
- ▶ adverse impacts on biodiversity, natural resources, productivity or changes in market demands for goods and services
- ▶ individuals and communities affected by extreme weather, scarce resources and affordability of those resources, health impacts, or migration.



474_ While the projected long-term effects of climate change will become more pronounced in the future, the immediate effects (and our subsequent responses) already pose significant risks and opportunities.

475_ Tackling climate change requires significant reductions in global GHG emissions to reduce the causes and severity of climate change (referred to as 'mitigation'). We must also develop ways to effectively protect and increase Auckland's resilience to withstand and recover from the adverse effects of a changing climate, (referred to as 'adaptation').

476_ New Zealand's contribution to global emissions is relatively small. Nevertheless, cities world-wide are taking a leadership role and Auckland is committed to playing its part.

477_ Increasingly stringent international policy affects New Zealand, and may impact upon the marketability of our products and services in key economic sectors and export industries including tourism and agriculture. For example, rising 'climate awareness' (and misinformation in some overseas consumer markets about the concept of 'food miles') risks undermining the popularity of New Zealand produce.

478_ New Zealand is a signatory to the Kyoto Protocol and has committed to a long-term aspirational goal of reducing New Zealand's net emissions to 50% of 1990 levels by 2050, as well as a short-term target of between 10% and 20% below 1990 levels by 2020.* This Plan sets a target for Auckland to achieve a 40% reduction in GHG emissions by 2040 (based on 1990 levels). It has also set the same short- and long-term goals as the Government.

479_ Achieving these targets will be challenging. While Auckland's GHG emissions profile (see Figure 8.1) is different from the rest of New Zealand, trends for both show overall increases. This is largely due to a growth in energy emissions, particularly from electricity generation and transport.

480_ In Auckland, electricity use (stationary energy) and transport are the primary emitters of GHGs and are forecast to increase their emissions (see Figure 8.2). Nationally, agriculture produces a far larger proportion of emissions, with transport accounting for approximately 20% of the total. Growth projections imply that without long-term energy management Auckland will become increasingly reliant on imported energy supplies, and vulnerable to increases in the cost of energy.

* This commitment is conditional on a global agreement being secured that limits carbon dioxide equivalent (CO₂-e) to 450ppm and temperature increases to 2°C, effective rules on forestry, and New Zealand having access to international carbon markets.

481_ While internationally energy is one of the main contributors to GHG emissions, New Zealand already has one of the highest proportions of renewable electricity in the world.

482_ Ongoing technological development and research will give a greater understanding of the risks, uncertainties and opportunities that climate change poses for our economy, environment and way of life. Transitioning to a low-carbon society which can adapt to a changing climate, requires a comprehensive and integrated policy response, and clear and decisive actions.

483_ While there is uncertainty about the timing and exact nature of the impacts of climate change and the costs associated with taking action, the scientific and economic consensus (notably The Stern Review⁴⁸ into The Economics of Climate Change) about climate change tells us that the costs of inaction will be far greater.⁴⁹

484_ Cities and urban areas are estimated to account for 80% of global GHG emissions. In response, cities around the world are leading the way in transitioning to a low-carbon future. Auckland has the skills and capacity to do the same.

485_ Auckland Council recognises the urgency of these critical and interrelated energy and climate change issues. Success in achieving our GHG reduction targets will depend on action by everyone. Auckland Council is committed to working with central government, business and local communities to identify the best policies and approaches to ensure we are ready to deal with the risks, uncertainties and opportunities associated with critical climate change and energy issues.



Based on current knowledge, and under moderate projections, it is likely over the next century that Auckland could experience:

- ▶ hotter average temperatures increasing between: 0.2°C and 2.5°C by 2040, and 0.6°C and 5.8°C by 2090; (this compares to a temperature increase in New Zealand during the last century of about 0.7°C)
- ▶ an additional 40-60 days per year where maximum temperatures exceed 25 °C, and more evaporation
- ▶ lower average annual rainfall patterns (decreasing between -1% and -3% by 2040, to -3% and -5% by 2090)
- ▶ more drought conditions: By 2080, drought with a severity that is currently only encountered on average every 20 years, could occur as often as every five years⁵¹
- ▶ more extreme weather events with more frequent heavy rainfall events and more frequent westerly winds
- ▶ a rise in sea level of 18-59 cm between 1990 and 2100 and higher storm surge and waves. A recent study for Auckland⁵² suggests a range of possible sea-level futures of 0.5m – 1.5m by 2100 (see **Box 8.3**).

BOX 8.1 DIRECT IMPACTS ON AUCKLAND OF CLIMATE CHANGE⁵⁰

PRIORITY 1 MITIGATE CLIMATE CHANGE

486_ As New Zealand's largest and fastest-growing city, reducing Auckland's emissions while increasing living standards and economic prosperity represents an enormous challenge and a unique opportunity.

487_ Auckland's two largest sources of emissions are transport (35%) and electricity / stationary energy (31%), which together account for approximately two thirds of our total emissions. For the rest of New Zealand, emissions from agriculture dominate, and transport accounts for only 20% of total emissions. Auckland's emissions profile (see **Figure 8.1**) is relatively unusual, particularly when compared to other similar-sized cities in Australia and North America. This is partly due to New Zealand's large renewable energy resource base and the high levels of car usage in Auckland, where transport is a greater source of emissions than electricity.

488_ Projections indicate that Auckland's level of emissions could increase at a faster rate than New Zealand's. This is based on Auckland's fast-growing population and associated development, and an economy, urban form and lifestyle reliant on high energy consumption - especially transport and electricity.

489_ Projections suggest there could be a further increase in Auckland's emissions of 39% by 2031 (based on 1990 levels). This projection is based on a simplistic or naïve 'Business As Usual' (nBAU) model of applying current consumption levels to projected population and economic growth (see **Figure 8.2**).

490_ Other scenarios have been developed to determine potential long-term GHG emission levels, taking into account fuel price and carbon price. These projections indicate that without interventions Auckland's emissions could increase by up to 46% by 2025. While the New Zealand's Emissions Trading Scheme (ETS) is the primary mechanism to achieve low-cost national emissions reductions, preliminary independent analysis indicates that additional complementary measures are needed to assist Auckland's transition to a low-carbon future.

491_ The challenge for Auckland is to separate the link between GHG emissions and development, economic growth, and energy use. This will require a transformation from a fossil fuel-dependent, high energy-using, high-waste society to an 'eco- or liveable city'. A liveable city is typified by sustainable resource use, a quality compact form, an eco-economy, and transport and energy systems that are efficient, maximise renewable resources and minimise reliance on fossil-based transport fuels.

FIGURE 8.1 AUCKLAND'S EMISSIONS PROFILE

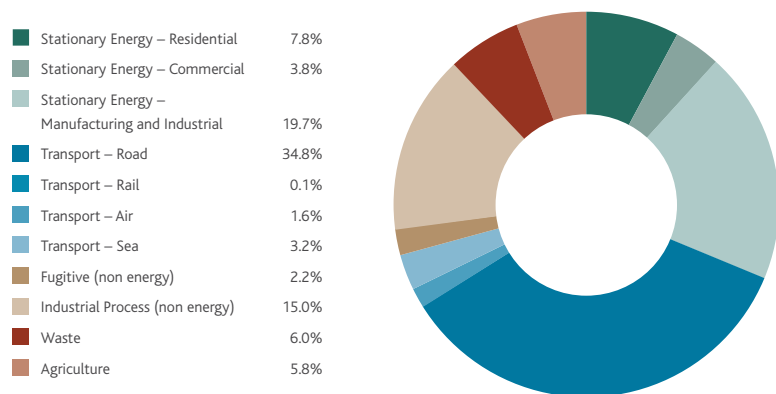
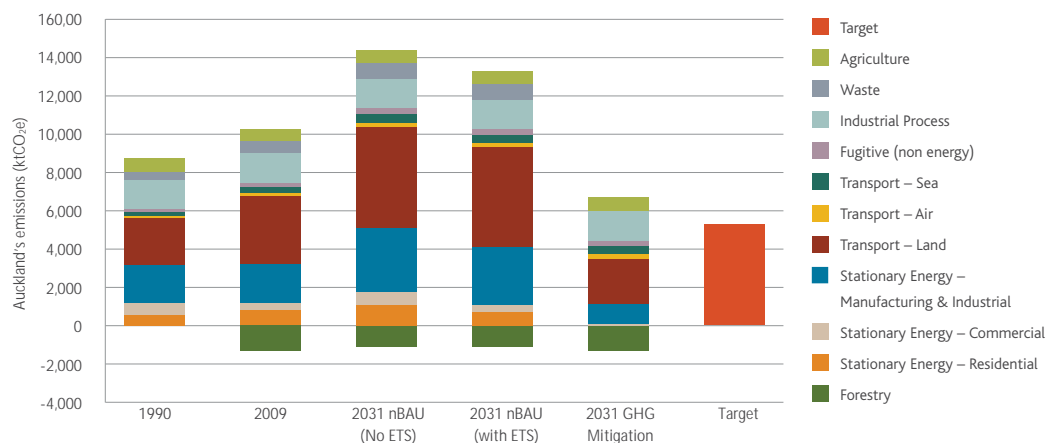


FIGURE 8.2 AUCKLAND'S EMISSIONS PROJECTIONS BASED ON A NAÏVE 'BUSINESS AS USUAL' (NBAU) SCENARIO.*



492_ To facilitate the transition towards a liveable, low-carbon future, Auckland Council will:

- ▶ provide accurate and accessible information that enables and empowers individuals, communities and businesses to make low-carbon choices
- ▶ foster commitment and behavioural change to reduce GHG emissions
- ▶ put in place the regulatory framework to enable private sector initiatives to reduce GHG emissions at a scale and in a timeframe that is aligned to national and Auckland policy targets
- ▶ lead by example in its own operations and services as a catalyst for change.

493_ To contribute to this directive, Auckland Council will develop an integrated Energy and Climate Change Mitigation (ECCM) strategy and action plan for adoption in 2012. This will be done in partnership with key industries and partners, and will be implemented through the Council's Unitary Plan and Long Term Plan where relevant. The ECCM strategy will also inform the development of key strategies, including the Economic Development Strategy, the Auckland Waterfront Development Plan and the Auckland City Centre Master Plan.

494_ The scope and scale of potential actions required to deliver on the Plan's aspirational targets are highlighted in **Box 8.2**. The relative contribution of these options in delivering on a 40% reduction target is shown in **Figure 8.3**. The timeframe to achieve this target has been extended to 2040, due to the need to phase investment in accordance with the Auckland Plan. The urgency for decisive action now is supported by the short-term target to achieve a 10-20% reduction in GHG emissions by 2020 (based on 1990 levels). This will help to drive a prioritised set of actions that will be developed and delivered through the ECCM strategy. A long-term target (50% by 2050) aligns with national targets. The emission reduction targets set through the Auckland Plan will be subject to periodic review.

DIRECTIVE 8.1

Progress towards the Auckland Plan's emissions reduction target and take a coordinated approach to transitioning, through green growth, to a sustainable Auckland.



* Initial independent analysis was based on a 20-year timeframe which has since been extended to 30 years. Further analysis will be undertaken in developing the Auckland ECCM strategy.

495_ The ECCM strategy will build on a range of existing initiatives and commitment by Auckland Council and others. These include:

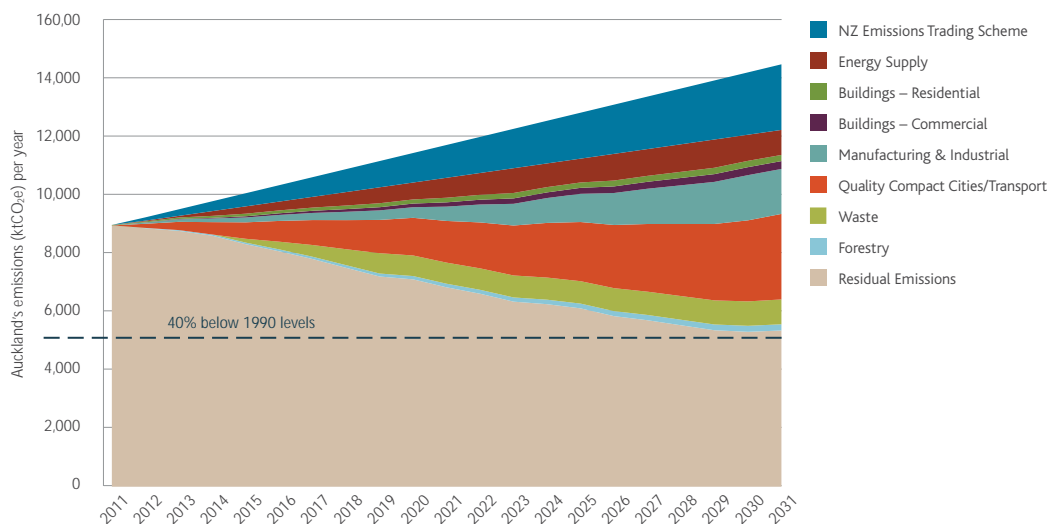
- ▶ developing a quality compact Auckland (see Section D: Auckland's High Level Development Strategy and Chapter 10: Urban Auckland) supported by sustainable transport choices - including public transport, walking and cycling options, and rail electrification (see Chapter 13: Auckland's Transport)
- ▶ the development of an Auckland urban design compendium to support good design in all development; and improving the quality and energy efficiency of our homes through the "retrofit your home" programme (see Chapter 10: Urban Auckland)
- ▶ minimising our waste through the development of Auckland's waste minimisation and management plan (see Chapter 7: Auckland's Environment)
- ▶ tree planting programmes undertaken in partnership with private landowners, schools, and local community groups
- ▶ reducing the ecological footprint of Council's own operations and working towards the following:
 - reducing greenhouse gas emissions by 40% by 2040 (based on 1990 levels)
 - reducing waste by 30% by 2018 to reflect targets in the draft waste management and minimisation plan
 - reducing Council's energy use by 15% by 2014 (and a subsequent 5% each following year);
 - reducing Council's water use by 30% by 2040.

BOX 8.2 THE AUCKLAND ENERGY AND CLIMATE CHANGE MITIGATION STRATEGY

The Auckland ECCM strategy is a strategy for all Auckland. The development of the strategy and action plan will identify and evaluate policy options to reach the reduction target. This process will be informed by an analysis of costs and benefits from which a prioritised set of short-, medium- and long-term projects and corresponding targets will be developed. Particular areas of focus will include:

- ▶ public transport, travel demand management, alternative fuels (e.g. biofuels), electric vehicle technologies and fuel-efficient vehicles
- ▶ pricing mechanisms (e.g. the NZ ETS, parking charges and road pricing)
- ▶ integrated land-use and transport patterns
- ▶ efficient transport networks and operations
- ▶ renewable and distributed energy generation
- ▶ diversification (location, type and scale) of energy sources available in Auckland
- ▶ energy efficiency and conservation
- ▶ new and emerging technologies (e.g. advanced metering and smart grid networks)
- ▶ sustainable, energy-efficient buildings (e.g. residential, commercial and industrial building standards, retrofits and alternative low-emission energy sources), street lighting and low-impact design
- ▶ low-emission precincts, neighbourhoods, communities and development zones
- ▶ waste management and minimisation practices
- ▶ agriculture, forestry and green infrastructure (e.g. green roofs, urban allotments)
- ▶ Council leading by example in its own operations and services as a catalyst for change
- ▶ carbon sequestration
- ▶ behavioural change, education and awareness.

FIGURE 8.3
POTENTIAL EMISSIONS
ABATEMENT PATHWAY*



496_ Auckland's future spatial form is important because it can mitigate and adapt to the effects of climate change. The basic characteristics of a quality compact city (see Section D: Auckland's High Level Development Strategy) improve energy efficiency and reduce GHG emissions. Benefits include:

- ▶ potential for greater use of public transport, and walking and cycling options (see Chapter 13: Auckland's Transport), which benefit Aucklanders' health as well as lowering emissions
- ▶ neighbourhoods that have a greater concentration of services and facilities within walking or cycling distance
- ▶ high-density and mixed land-use patterns which reduce the demand for travel and shorten trips
- ▶ new energy-efficient terraced housing or multi-storey dwellings that use materials with better thermal properties and have reduced exposed surface areas for heat loss or gain
- ▶ potential for more efficient infrastructure (such as efficient pumping of water and wastewater over shorter distances in larger diameter pipes)
- ▶ improved resilience of transport and other networks and an ability to manage peak demands and resource scarcities, including peak oil.**

497_ Although achieving a quality compact Auckland will be a major step forward, significant opportunities exist for further reductions in energy use and emissions. Pursuing a low-carbon future will require major changes in terms of Auckland's land-use patterns and urban development, the development of sustainable transport options, structural change in sectors of the economy, and widespread behavioural change for all Aucklanders.

Transitioning to a sustainable eco-economy

498_ There are many good reasons to strive towards a low-carbon economy, also referred to as a sustainable eco-economy (see Chapter 6: Auckland's Economy). The low-carbon market is the fastest-growing globally, estimated to be worth £4.3 trillion by 2015. New Zealand Trade and Enterprise⁵³ notes that a clean (low-carbon) economy could result in a \$150 billion high-value, low-carbon export economy for New Zealand by 2025. The opportunities that a low-carbon economy provides centre on development, commercialisation, deployment of clean technologies and smart thinking to transform existing sectors and create dynamic new ones, particularly low-carbon sectors.

* Initial independent analysis was based on a 20-year timeframe which has since been extended to 30 years. Further analysis will be undertaken in developing the Auckland ECCM strategy.

** 'Peak oil' can be defined as the time when the production of oil in the world is at its highest level and thereafter will decline or plateau.

499_ Although climate change policies will demand some initial investment, the costs of inaction will be higher, as mitigation becomes increasingly expensive and inaccessible.⁵⁴ Economic growth that locks in a high-carbon future is both undesirable and unsustainable. The path towards a low-carbon economy, supported by green growth, enables development that achieves both economic and environmental objectives (see Chapter 6: Auckland's Economy). Auckland has the opportunity to be a world leader on climate change solutions through maximizing the growth of its innovative and creative businesses, and firmly establishing Auckland as an internationally competitive and resilient city.

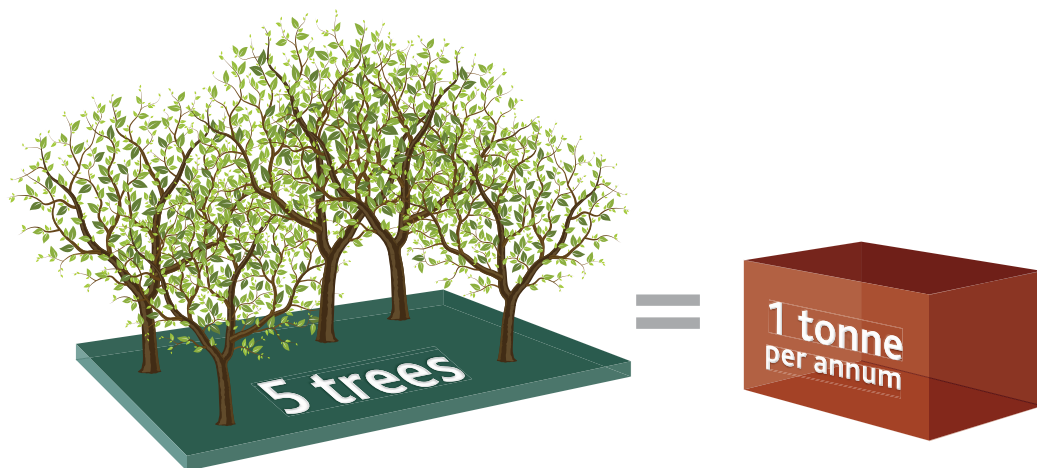
DIRECTIVE 8.2

Protect, enhance and increase Auckland's green infrastructure networks.



500_ Green infrastructure refers to a strategically planned and delivered network of high-quality green spaces and other environmental features that deliver ecological services and quality of life benefits required by the communities they serve.

501_ Our forests and planting programmes, whether on our regional parks network (e.g. the Waitākere and Hunua Ranges) or on private land (e.g. riparian planting), play an important role in mitigating climate change through removing carbon dioxide from the atmosphere (or carbon sequestration). Such programmes contribute to a range of environmental outcomes (e.g. biodiversity protection and improved health of streams), and these 'carbon sinks' provide potential revenue streams to land owners, who obtain carbon credits through the NZ ETS and Permanent Forest Sink initiative. Auckland Council is committed to increasing the number of trees on reserves and streets, and to encouraging appropriate levels of planting in existing neighbourhoods and new developments. Our commitment to valuing natural heritage and 'greening' Auckland's expanding network of open public spaces (see Chapter 7: Auckland's Environment) provides for a more attractive city, while reducing GHG emissions (carbon sequestration) and improving community resilience to the effects of climate change and resource scarcity, by supporting local food production. Chapter 10: Urban Auckland includes environmental design principles which will guide and support the integration of green infrastructure in new development.



5 trees will remove approximately 1 tonne of carbon from the atmosphere per year





PROJECT TWIN STREAMS

PRIORITY 2 IMPROVE ENERGY EFFICIENCY, SECURITY AND RESILIENCE

502_ An efficient, secure, affordable and environmentally responsible energy system is vital to the economic prosperity of Auckland and New Zealand. Past supply disruptions and sudden price increases have highlighted Auckland's vulnerability and poor energy resilience. Auckland must have certainty that it can secure long-term, reliable and affordable energy, and renewable sources.

503_ 'Energy' is considered to encompass:

- ▶ all primary energy sources – such as coal, oil (petrol, diesel, fuel-oil), LPG, gas, wind, solar, wave, tidal, biomass, geothermal
- ▶ all secondary energy sources – such as electricity, heat, transport fuels
- ▶ all energy requirements – residential, commercial, industrial, transport, network utilities
- ▶ the design and performance of energy systems, infrastructure or networks, laws, rules, regulations and plans that influence energy supply, demand and systems development.

Energy use, efficiency and affordability

504_ Within the next 25 years, global energy consumption is expected to increase by one third. By comparison, Auckland's projected energy demand will increase by approximately 65% by 2031. Without effective intervention, Auckland will become increasingly reliant on imported energy supplies and vulnerable to increases in the cost of energy.

DIRECTIVE 8.3

Improve energy efficiency and conservation (in both supply and use) through:

- ▶ a quality compact city form that is well integrated with a multi-modal transport system
- ▶ a transport system that reduces reliance on non-renewable resources and improves energy efficiency
- ▶ energy-efficient development and design, by (i) ensuring development is assessed using an appropriate ratings tool along with provision in Auckland's Unitary Plan and (ii) supporting the retrofitting and redevelopment of residential, commercial and industrial buildings.

505_ Auckland currently spends around \$5 billion per year on energy. Forecasts for increasing energy demand and energy prices indicate that by 2031 Auckland could be spending 10% of its gross regional product on energy, which is nearly double current levels. Future increases in household energy consumption and/or energy prices present the very real risk of more Aucklanders experiencing fuel poverty, or finding it difficult to afford a quality lifestyle.

506_ Our existing buildings are responsible for a large share of Auckland's energy consumption and GHG emissions. Significant improvement in the energy efficiency of our buildings is required to moderate the projected increase in energy demand.

507_ Increased energy efficiency provides tremendous co-benefits through reduced energy costs, enhanced property values, and health benefits associated with lower levels of air pollution. Lower energy demand may reduce or delay the need to build new energy generation facilities.

508_ It is estimated that between 10% and 30% of the energy costs of most businesses and households can be reduced through better energy management. It is also estimated that applying technologies currently available can save 30% to 40% of energy use and GHG emissions in new buildings, when evaluated on a life-cycle basis.⁵⁵

509_ This Plan sets out ambitious policies to improve the energy efficiency of the built environment. They relate to residential, commercial, and industrial building design, urban design, transport networks, energy retrofits, and improved technologies.

510_ Development proposals will be expected to consider energy efficiency and low-carbon energy sources in the design and operation of all new and refurbished buildings through adherence to environmental design principles (see **Box 10.2**) and by ensuring residential, commercial and industrial building design is assessed against appropriate performance standards. The Unitary Plan will support and promote low-carbon, energy-efficient design through the introduction of sustainable development standards for new development, supplemented by design guidance and case studies within the Auckland Design Manual (see Chapter 10: Urban Auckland).

511_ Auckland Council will work with key energy stakeholders to investigate and promote mechanisms to support and to incentivise opportunities for sustainable refurbishment and retrofit programmes for residential, commercial and industrial buildings. This will include the installation of renewable energy and low-emissions energy technologies, as well as requirements for the public disclosure of sustainable performance of buildings at the point of sale. Auckland Council will exemplify sustainable building design through the management, refurbishment and renewal of its assets.

DIRECTIVE 8.4

Increase energy resilience by diversifying the location, type and scale of energy sources and fostering greater use of renewable energy resources available in the region.



Energy generation and supply

512_ Auckland's economy is dependent on imported fossil fuels, primarily due to a high usage of private motor vehicles. This means that Auckland is vulnerable to international supply or price disruptions. Nearly all of the energy used in Auckland comes from outside the region. A more efficient transport system, (with a wide range of transport modes and a greater diversity of transport fuels and alternative energy technologies that reduce reliance on non-renewable resources), is crucial to transitioning to an efficient, secure, affordable and environmentally responsible energy system (see Chapter 13: Auckland's Transport).

513_ Auckland has a number of renewable energy generation opportunities which are likely to be economically attractive in the future, and which could assist in reducing the greenhouse gas intensity of electricity generation. Auckland will investigate diverse opportunities, including large-scale wind power, small-scale solar photovoltaics, and solar hot water. The potential for greater uptake of renewable energy is often constrained by economic viability and balancing local values (e.g. natural landscapes and loss of amenity) with broader national benefits.

514_ To assist new electricity generation within Auckland and the provision of the advanced energy networks, Auckland Council will improve regulatory and planning processes to support the diversification (the location, type and scale) of energy sources. Auckland Council will foster greater use of renewable energy resources available in the region through statutory and non-statutory instruments including the Unitary Plan (see Chapter 9: Rural Auckland, for local renewable electricity generation; see Chapter 12: Auckland's Physical and Social Infrastructure Priority 1 for further details of energy infrastructure provision).

515_ Auckland Council and key partners will address critical energy issues through the development of an integrated Energy and Climate Change Mitigation strategy, recognising the national significance of the use and development of renewable electricity generation activities.

516_ Auckland will also seek opportunities on catalytic projects and innovative funding models (for example public private partnerships) to fast-track the adoption of new and emerging low-carbon technologies.

PRIORITY 3 ADAPT TO A CHANGING CLIMATE

517_ Whatever measures we take to reduce GHG emissions, the levels already in the atmosphere are expected to continue to affect and change the climate over our children's lifetimes. Therefore, as well as working to reduce emissions, we need to prepare for the effects of climate change and adapt to withstand the projected impacts.

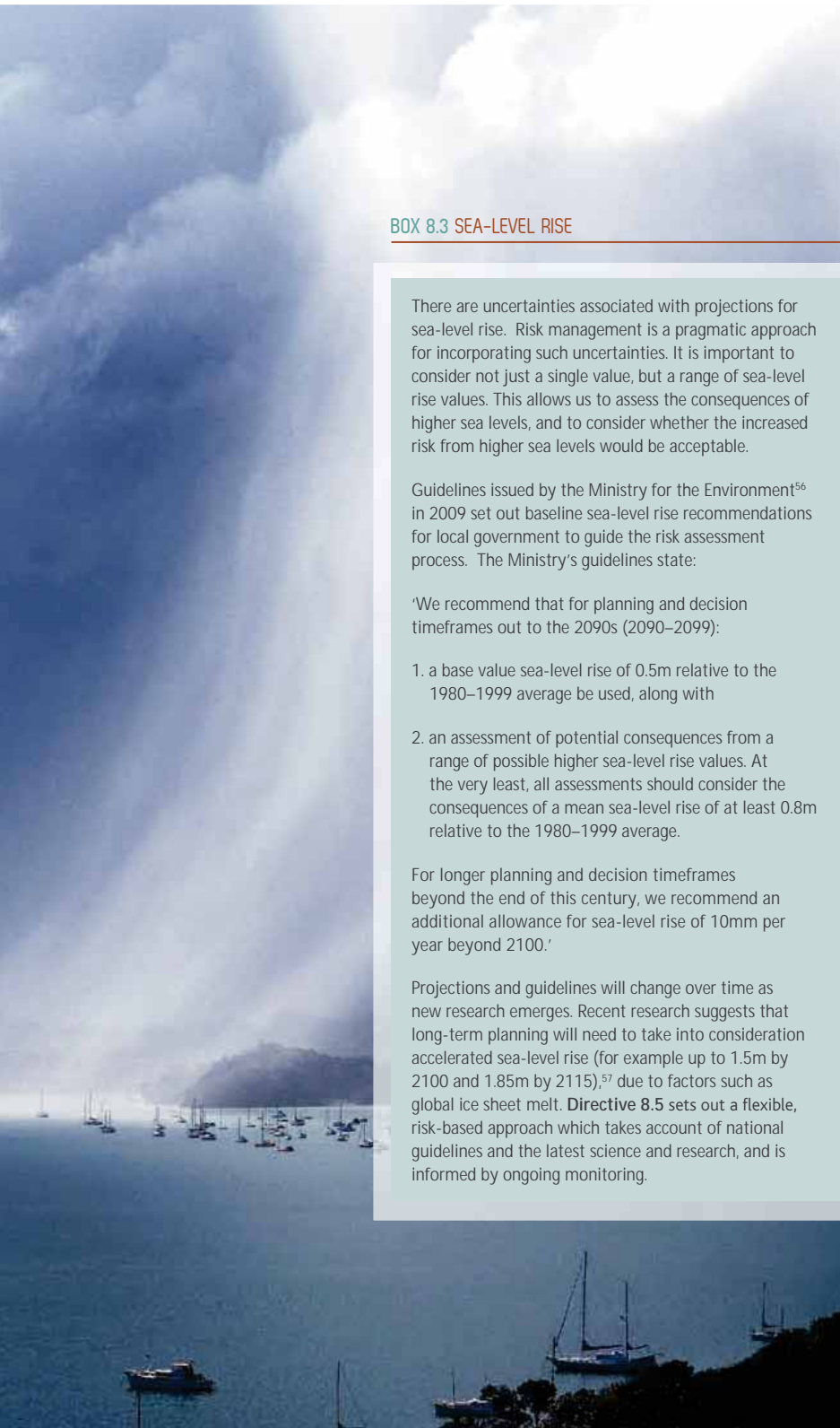
518_ 'Adaptation' is the process of identifying climate risks and opportunities for the region, assessing the options to respond, and implementing the most appropriate actions at the time. Because our climate will keep changing and more information on climate change will become available over time, our responses will also change.

519_ Based on current knowledge, Auckland could experience more extreme variability in its local climate in the short, medium and long term. Auckland is likely to see hotter average temperatures, changes in wind and rainfall patterns, more frequent extreme weather events such as droughts and floods, and rising sea levels, with higher storm surge and waves (see **Box 8.1**). This will trigger changes and create uncertainties for the natural and built environment, the economy, public health, and lifestyles.

520_ Future development of land for housing, business, and infrastructure (for roading and drainage) can be located away from coastal and low-lying areas vulnerable to sea-level rise, flooding and coastal erosion. Alternatively the protection of structures can be built into design. The Development Strategy (Section D) will take account of the projected effects of climate change. **Map 7.7** (see Chapter 7: Auckland's Environment) depicts the areas of land that may be affected by sea-level rise in the future.

521_ Climate change, in particular rising temperatures, changes in rainfall patterns and ozone depletion, will impact on human health and on natural eco-systems. Some sensitive indigenous species and ecosystems may be significantly affected. The impact of climate change on invasive species and changes in the interactions between native and introduced species may be one of the greatest challenges. For example, some introduced species could switch from being relatively harmless to becoming invasive pests. Further, new pests could be introduced which could compete with, or even replace native species. Some, such as mosquitoes, bring the risk of new tropical diseases; for example, dengue fever. Opportunities could arise to grow new crops in the region, which would diversify Auckland's agricultural production.





BOX 8.3 SEA-LEVEL RISE

There are uncertainties associated with projections for sea-level rise. Risk management is a pragmatic approach for incorporating such uncertainties. It is important to consider not just a single value, but a range of sea-level rise values. This allows us to assess the consequences of higher sea levels, and to consider whether the increased risk from higher sea levels would be acceptable.

Guidelines issued by the Ministry for the Environment⁵⁶ in 2009 set out baseline sea-level rise recommendations for local government to guide the risk assessment process. The Ministry's guidelines state:

'We recommend that for planning and decision timeframes out to the 2090s (2090–2099):

1. a base value sea-level rise of 0.5m relative to the 1980–1999 average be used, along with
2. an assessment of potential consequences from a range of possible higher sea-level rise values. At the very least, all assessments should consider the consequences of a mean sea-level rise of at least 0.8m relative to the 1980–1999 average.

For longer planning and decision timeframes beyond the end of this century, we recommend an additional allowance for sea-level rise of 10mm per year beyond 2100.'

Projections and guidelines will change over time as new research emerges. Recent research suggests that long-term planning will need to take into consideration accelerated sea-level rise (for example up to 1.5m by 2100 and 1.85m by 2115),⁵⁷ due to factors such as global ice sheet melt. **Directive 8.5** sets out a flexible, risk-based approach which takes account of national guidelines and the latest science and research, and is informed by ongoing monitoring.

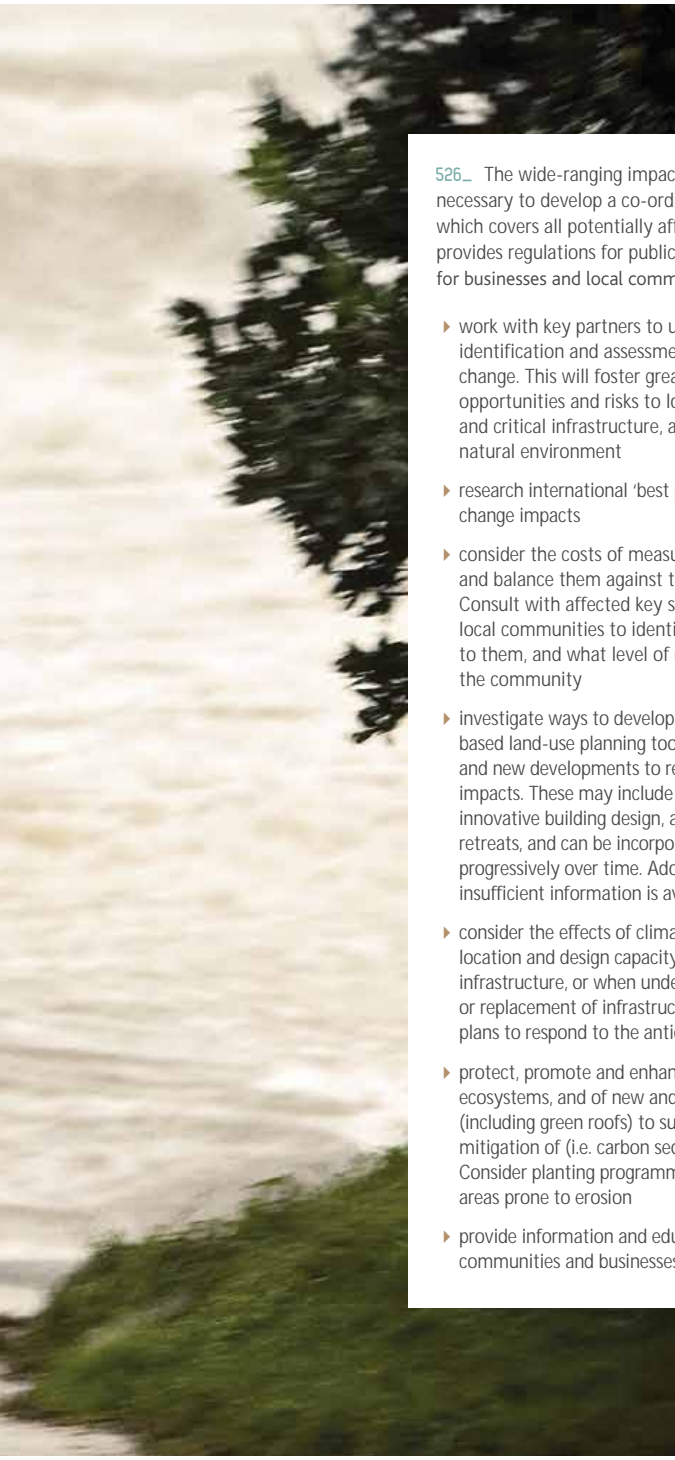
522_ The potential impacts on human health and well-being are wide-ranging, and may include an increase in tropical diseases and heat stress-related conditions. Some local communities within Auckland will be more exposed to climate change effects. As this could particularly affect those living in susceptible areas, and those who have fewer skills and financial resources, it will need to be considered when developing strategies to respond to climate change, so that inequalities can be minimised. Building resilience throughout all communities within Auckland will be critical (see Chapter 1: Auckland's People).

523_ It is likely that other countries will be more severely affected by climate change, making Auckland a popular destination for 'environmental refugees', particularly from Pacific Island countries. This creates opportunities for growth but also carries the risk of housing shortages and overcrowding, and creates pressures on social services and social cohesion.

524_ A further risk is that climate change could impact severely on the distribution of food production across the globe, contributing to a global food crisis. This highlights the importance of local food production and the need to foster self-sufficiency in order to increase resilience and independence.

525_ As the effects of climate change are still uncertain and subject to change over time, it will be necessary to monitor climate change projections and to gather local environmental data. This will enable us to identify the most appropriate climate change responses in relation to the risks, costs and benefits involved, and to adapt plans as more information becomes available. Where there is uncertainty or insufficient data, it will be wise to take a cautious, risk-based approach in line with the principles set out in the New Zealand Coastal Policy Statement (2010), the Civil Defence Emergency Management Act (2002), and the Resource Management Act (1991).





526_ The wide-ranging impacts of climate change make it necessary to develop a co-ordinated management response which covers all potentially affected Council functions, provides regulations for public and private land, and guidance for businesses and local communities. Specifically, we will:

- ▶ work with key partners to undertake monitoring, spatial identification and assessment of the effects of climate change. This will foster greater understanding of the opportunities and risks to local communities, the economy, and critical infrastructure, and the vulnerability of the natural environment
- ▶ research international 'best practice' on responses to climate change impacts
- ▶ consider the costs of measures to adapt to climate change and balance them against the risks and benefits involved. Consult with affected key stakeholders, tangata whenua and local communities to identify what level of risk is acceptable to them, and what level of cost is deemed manageable to the community
- ▶ investigate ways to develop and implement flexible, risk-based land-use planning tools that can be applied to existing and new developments to reduce exposure to climate change impacts. These may include minimum setbacks, floor levels, innovative building design, and, if necessary, managed retreats, and can be incorporated into the Unitary Plan progressively over time. Adopt a cautious approach where insufficient information is available
- ▶ consider the effects of climate change when determining the location and design capacity of new developments and critical infrastructure, or when undertaking any significant upgrades or replacement of infrastructure. Adapt asset management plans to respond to the anticipated effects of climate change
- ▶ protect, promote and enhance the quality of indigenous ecosystems, and of new and existing green infrastructure (including green roofs) to support adaptation to, and mitigation of (i.e. carbon sequestration) climate change. Consider planting programmes to increase the resilience of areas prone to erosion
- ▶ provide information and education on climate change to local communities and businesses.

DIRECTIVE 8.5

Identify the opportunities and risks associated with climate change. Increase the resilience of Auckland's communities, natural resources and built environments and their ability to adapt to the impacts of climate change. Take a cautious, risk-based approach where there is uncertainty on the effects of climate change, and monitor and adapt to environmental change over time.

527_ Productive food-growing land is being compromised significantly in some parts of the world: ongoing urbanisation and climate change may exacerbate this. Global resource scarcity, peak oil, and climate change add to the value of local food production and place an additional premium on Auckland's and New Zealand's productive capacity. Food resilience is likely to be a prized element of city living in the future, and it is essential that this dynamic is recognised in planning for Auckland's future.

DIRECTIVE 8.6

Recognise, promote and strengthen the value and contribution of local urban and rural food systems to improve resilience, resource use efficiency and community food security.

528_ To contribute to the above directive, Auckland will examine local (urban and rural) food production and distribution capacity (current and potential), the degree of resilience, and opportunities to protect and enhance Auckland's local food production.

CHAPTER 9

RURAL AUCKLAND

UPOKO 9 - TĀMAKI KI TUAWHENUA





STRATEGIC DIRECTION 9	
KEEP RURAL AUCKLAND PRODUCTIVE, PROTECTED AND ENVIRONMENTALLY SOUND	
TARGETS	
Between 2013 and 2020, no more than 10% of all rural subdivision will be in the rural production, rural coastal and islands activity areas	Increase the value added to the Auckland economy by rural sectors (including rural production, complementary rural enterprises, tourism and visitor experiences in rural areas) by 50% by 2040
PRIORITIES	
1	2
Create a sustainable balance between environmental protection, rural production and activities connected to the rural environment	Support rural settlements, living and communities



AUCKLAND EXPECTS ITS RURAL AREAS TO REMAIN RURAL IN CHARACTER AND TO BE VIBRANT, PRODUCTIVE PLACES FOR THOSE WHO MAKE THEIR LIVING THERE AND THOSE WHO VISIT AND ENJOY THEIR MANY AND VARIED OFFERINGS. FUTURE RURAL POPULATION GROWTH WILL BE FOCUSED IN EXISTING TOWNS AND VILLAGES.

KO TE ARO WHAKAARO O TĀMAKI MAKAURĀU, KIA MAU TONU TE ĀHUA NOHO TUAWHENUA, KIA PUĀWAI, KIA WHAKĀTAAHUA TE WĀHI NOHO MŌ RĀTOU E NOHO TŪTURU, MŌ RĀTOU E MANUHIRI ANA. KIA WHAKARAHIA NGĀ TĀNGATA E NOHO TONU I NGĀ TĀONE, Ā ROHE E TŪ ANA.

529_ Most of Auckland is rural. Our large rural areas host diverse economies and activities, and include stunning landscapes and coastal areas: the West Coast; Hunua and Waitākere ranges; the Kaipara, Manukau, Mahurangi and Whangateau harbours; Gulf Islands; and numerous regional parks. Here rural people make their living and urban Aucklanders can connect with nature. There is enormous variety in terrain, land uses and settlement patterns across 384,000 hectares of land, which comprise over 70% of Auckland's landmass, and are contained by over 3,700 km of coastline. These areas are integral to Auckland's unique character, and vital to its economy and its people.

530_ Pressures on rural Auckland, such as population growth, demand for rural living and rural experiences, diminishing and stressed ecology and natural systems, and changing land values create tensions between different activities and values. Conversely, locally grown food, tourism, recreation and productive activities are made possible by proximity to urban Auckland.

531_ The population in rural Auckland – including towns and settlements – has grown at a rate of 7,500 people per year over the last two census periods, making up 27% of Auckland's 28,000 annual population increase. Many changes are welcome, such as more protection of areas of bush, and student growth in rural schools. Some areas have prospered as a result.

532_ However, there are disadvantages: the long-term consequences of prolific subdivision across rural areas, the fragmentation of productive land, the domestication and commercialisation of rural landscapes, the introduction of sensitive land uses into working environments and the inefficient use of developable land. **Figure 9.1** summarises Property IQ (formerly QV) data and shows that lifestyle blocks grew by more than 25,000 ha in total area between 1996 and 2010. Traditional pastoral and dairy farming is less prevalent. 'Rural sprawl' is a significant issue for Auckland. **Figure 9.2** shows the extent of building activity in the rural areas.



FIGURE 9.1 CHANGES TO AREA OF LAND IN RURAL VALUATION CATEGORIES 1996-2010

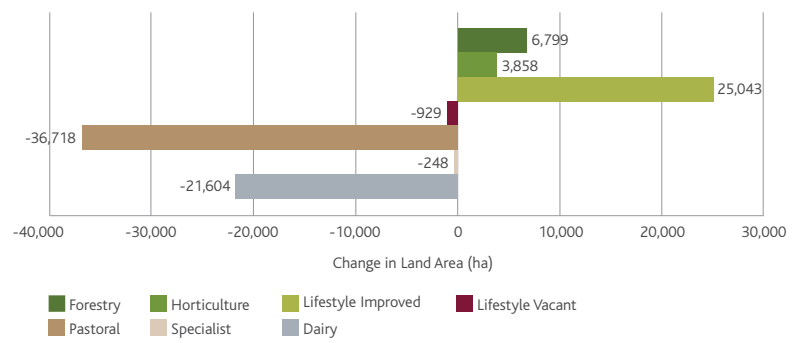
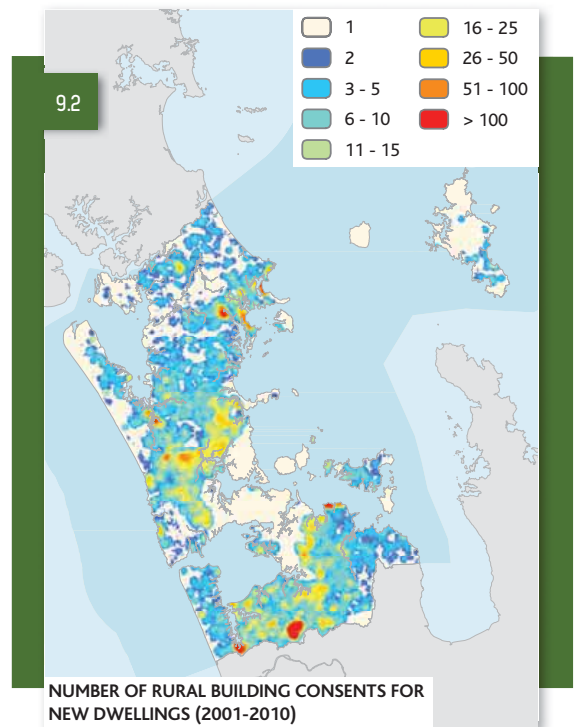




FIGURE 9.2 RURAL BUILDING CONSENTS FOR NEW DWELLINGS



533_ This Plan foresees Auckland's future growth to be accommodated in a quality compact manner for a number of reasons, including the cost and unaffordability of servicing continuous outward growth (see Section D: Auckland's High Level Development Strategy, and Chapters 10: Urban Auckland, and 12: Auckland's Physical and Social Infrastructure) and the importance of rural areas to Aucklanders. A new Rural Urban Boundary (RUB) will identify the long-term limit to potential urban growth. Greenfield growth within this RUB will be delivered in an orderly, sequenced way over the next 30 years. The RUB will also manage the growth of rural towns and larger rural and coastal villages. Significant new urban development will not occur in rural areas falling outside this new RUB.

534_ Planning for the future of our rural areas, as for our urban areas, must ensure they are successful, and that different community values and needs are balanced. How we nurture the productive potential and green and blue

qualities, and provide for the lifestyle, economic opportunities and benefits these areas offer is at the heart of this chapter. Auckland's approach is to find the balance between enabling these areas to be highly productive (regarding agricultural and wider economic opportunities) and ensuring environmental and landscape protection.

535_ What follows is:

- ▶ more detail regarding our priorities
- ▶ the high-level outline of a strategy for our northern and southern rural areas that underpins these priorities.

536_ The rural strategy should be read as an integral part of the Development Strategy (Section D).

PRIORITY 1 CREATE A SUSTAINABLE BALANCE BETWEEN ENVIRONMENTAL PROTECTION, RURAL PRODUCTION AND ACTIVITIES CONNECTED TO THE RURAL ENVIRONMENT

537_ We all value and appreciate rural character. However, it is often under threat from activities and development that are inappropriate in a rural context. We must improve the way we treat and manage these areas. They are important to Auckland: their production and economic contribution, now and in future; their contribution to biodiversity and ecosystems; their offer in terms of recreation; and their spectacular landscapes.

538_ This requires a balance between maintaining the distinct character of landscapes and settlements, while providing and increasing the services that rural and urban communities depend on. In practice, this sustainable balance means that we will:

- ▶ protect some areas from any future development
- ▶ protect fertile soils from activities that reduce their productive potential
- ▶ encourage and support productive enterprises and those that fit well in a rural context (not necessarily dependent on fertile soils)
- ▶ treat cultural heritage and iconic features with the respect they deserve
- ▶ encourage growth and urban development to be focused in satellite towns and rural and coastal towns, and discourage growth in other rural areas.

539_ Rural production is valuable in many ways. It supplies food and other products, supports businesses and communities which make their living from the land, and contributes to the economy. Urban Auckland consumes many products from rural Auckland, such as aggregate for construction, fresh vegetables, fruit and flowers, wine and eggs. Some products, such as oysters, are marine- rather than land-based; there is a substantial aquaculture industry in rural Auckland. Though they are marine-based, these industries rely on the quality of surrounding rural land management, as sediment and run-off from the land reduce the water quality. Iwi have considerable investment potential in the aquaculture industry. Thriving farmers' markets and growing equine-related businesses are notable features of rural Auckland.

540_ There are several success stories in rural Auckland, where enterprises access high-value markets and export a high proportion of product. Proximity to Auckland Airport allows rural ventures to attract investment on the basis of growing, processing, packaging, and same-day air freight directly to urban markets in Australia, Asia and North America. Rural ventures in Auckland can access diverse income streams and build close links with commercial, research, marketing, and other urban services more easily than those in remote parts of New Zealand, and new rural ventures in non-traditional areas can achieve higher value-per-hectare returns.

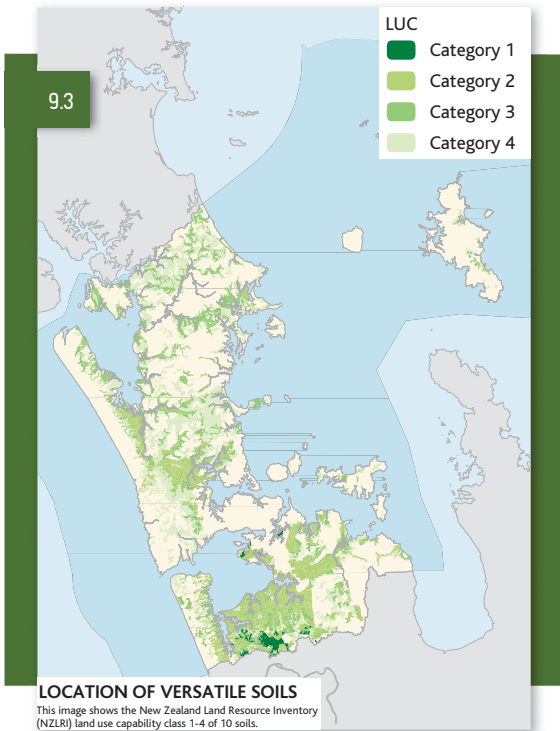




541_ Auckland's rural south produces a significant proportion of New Zealand's onions, tomatoes and potatoes. The north offers an increasing number of rural tourism attractions. It hosts vineyards and supplies niche products such as capsicums, blueberries and organics. 2% to 3% of Auckland's GDP is attributable to agriculture and agricultural services and processing from the region. This is about \$1.22 billion annually⁵⁸ (see Chapter 6: Auckland's Economy).

542_ Keeping Auckland's rural areas rural has other benefits: quality compact development concentrates intensive and more urban-type land uses with transport and other infrastructure in rural and urban centres. This improves the vibrancy and economic potential of these centres (see Chapter 10: Urban Auckland), and offers a range of opportunities to enjoy the outdoor lifestyle in Auckland (see Chapter 4: Auckland's Historic Heritage, and Chapter 12: Auckland's Physical and Social Infrastructure).

FIGURE 9.3 SOILS OF HIGH PRODUCTION VALUE



543_ This Plan will build on rural production capability. Safeguarding agricultural and other land-based activities traditionally focused on protecting more versatile classes of soil by preventing fragmentation, and the conversion of land to non-rural activities. We will continue to protect the usability of rural land in general, and maintain a usable range of site sizes on land with versatile soils. We will widen this focus to safeguard other elements crucial to rural production and rural production systems, (see Chapter 7: Auckland's Environment, Chapter 12: Auckland's Physical and Social Infrastructure, and Chapter 13: Auckland's Transport) such as:

- ▶ water allocation for growth and increased productivity of future agriculture
- ▶ transport links from farm gate to ports, airports, rail facilities and processing facilities, and the adequacy of storage and other logistics

- ▶ security of energy supply (electricity and gas)
- ▶ ultra-fast broadband in rural areas
- ▶ access to labour
- ▶ scope for complementary activities such as direct selling, hospitality and visitor experiences
- ▶ vulnerability of aquaculture enterprises to land-use activities within catchments
- ▶ adequate separation of intensive production businesses, from new activities such as lifestyle development
- ▶ a stable and workable regulatory framework and rating cost structure
- ▶ business activities in rural areas.

544_ Aggregate and land-based sand extraction sites and resources are essential for affordable construction and roading in Auckland. Extraction activities can have adverse effects (noise, dust, heavy truck movements and disturbance of ecosystems), and are vulnerable to reverse sensitivity effects. Land use in and around mineral extraction sites needs to be managed to ensure Auckland's future needs can be met, and that sites are located in suitable locations, operated well and rehabilitated appropriately. A framework for managing clean fill activities is necessary too.

Agricultural opportunities in Auckland's rural areas

- ▶ rich volcanic soils in the south, abundant rain and a (largely) frost-free climate
- ▶ close proximity to urban markets, processing facilities, research institutions, a large labour pool, diverse employment opportunities and urban amenities
- ▶ easy access to the airport for products that benefit from minimal handling and rapid dispatch, such as flowers and delicate fruit and berry crops
- ▶ opportunities for rural areas to be centres of consumption that complement production such as rural vineyards, visitor services, tourism and recreation
- ▶ a larger local market for higher-value niche agriculture and demand for fresh and local produce.



DIRECTIVE 9.1

Ensure that the resources and production systems that underpin working rural land are protected, maintained and improved.

545_ Many activities in the rural environment are associated with land-based activities; for example sale yards, equipment servicing, and fencing and processing produce from the land (or sea). Activities not directly related to land-based production are important for the ongoing viability of these areas. They include tourism ventures, hospitality services, and recreational activities such as horse riding and mountain biking.

DIRECTIVE 9.2

Develop a regulatory framework that accommodates and encourages productive rural uses, changing activities and associated enterprises.

546_ We need to accommodate and support a broad range of land uses, activities and opportunities that fit comfortably in their rural location, and contribute to the viability and vitality of these areas. Activities that do not suit their rural surroundings must be prevented from locating on rural land. For example, when significant retailing, industrial or office development is needed to serve rural catchments, the businesses should locate in rural towns, and in satellite towns in particular (see Section D: Development Strategy), and generally not in other rural areas.

547_ Flexibility in accommodating a wide range of activities must be balanced with maintaining future production potential, landscape and natural character, open space and recreation amenity, and bio-diversity (see Chapter 7: Auckland's Environment). Further, the resources and production systems that underpin working rural land must be protected, maintained and improved. **Figure 9.3** shows the New Zealand Land Resource Inventory (NZLRI) high productivity category 1-4 (of 10) soils.

548_ The character of our rural areas and their natural beauty is at the heart of many rural enterprises, especially the visitor and tourism industry. It is critically important to protect rural gateways and landmarks, and significant natural areas and sensitive receiving environments (see Chapter 7: Auckland's Environment). Gateways are entry points or areas within the rural landscape that mark the transition from urban areas to areas with more rural qualities. Landmarks often include spectacular natural features and landscapes. Both establish Auckland's sense of place.

DIRECTIVE 9.3

Identify rural gateways and landmarks that help define Auckland, and provide for their protection.

PRIORITY 2 SUPPORT RURAL SETTLEMENTS, LIVING AND COMMUNITIES

549_ Our rural settlements, from large satellite towns to small villages and individual farming enterprises, are an important part of the future of Auckland. There is also a significant number of marae and other Māori land holdings across these areas (see Chapter 2: Auckland's Māori).

550_ Some towns and settlements have a range of facilities such as schools, halls, sports and recreation facilities, work opportunities and reasonable transport access, although few have public transport (see Chapter 13: Auckland's Transport). Some have available land, well-developed civic and utility infrastructure, and provide a range of functions such as employment, rural services, tourism and retirement activity. Existing rural services (such as school bus systems) can sometimes be adapted to meet the needs of growing communities. Innovative infrastructure technology may improve affordability and reduce the impacts of rural wastewater services in future. Accordingly, rural settlements can be good locations for future growth. However, many have significant limitations, such as lack of employment and educational opportunities, and sometimes the cost of infrastructure is prohibitive. Some are located within sensitive environments, or in areas of potential flooding or land instability.

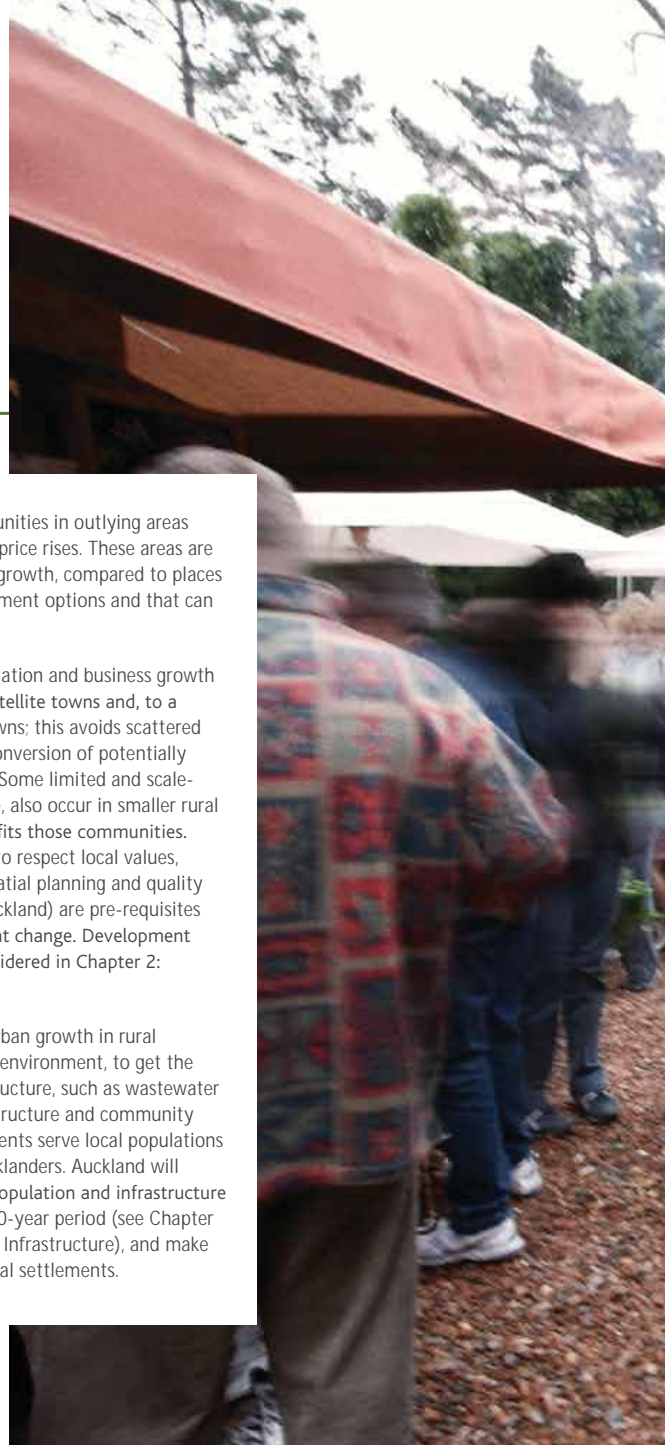
DIRECTIVE 9.4

Undertake future planning for rural towns and villages identified for growth, in line with the functional classification set out in Table 9.1 and Schedule 2 of this chapter, and principles and Chapters 10 and 13.

551_ Generally, commuter communities in outlying areas are particularly vulnerable to fuel price rises. These areas are often less sustainable in terms of growth, compared to places that have a wide range of employment options and that can be serviced by public transport.

552_ This Plan steers future population and business growth in rural areas to two significant satellite towns and, to a lesser extent, rural and coastal towns; this avoids scattered sub-division of rural land or the conversion of potentially productive land to country living. Some limited and scale-appropriate growth will, over time, also occur in smaller rural and coastal villages where it benefits those communities. Development in these places has to respect local values, character and landscapes. Area spatial planning and quality design (see Chapter 10: Urban Auckland) are pre-requisites for any growth incurring significant change. Development of marae and papakāinga are considered in Chapter 2: Auckland's Māori.

553_ This Plan aims to manage urban growth in rural settlements and within the urban environment, to get the best value from our public infrastructure, such as wastewater treatment plants, transport infrastructure and community facilities. Rural towns and settlements serve local populations and offer lifestyle choices for Aucklanders. Auckland will stage significant future business population and infrastructure growth in satellite towns over a 30-year period (see Chapter 12: Auckland's Physical and Social Infrastructure), and make more modest changes in other rural settlements.





DIRECTIVE 9.5

Proposals for expanding rural towns and villages must:

- ▶ achieve a well-planned network of distinct centres, towns and villages, and a productive rural environment with clear breaks between rural settlements
- ▶ incorporate affordable, feasible, sequenced and satisfactory provision of social and service infrastructure, consistent with service priorities (see Chapters 12: Auckland's Physical and Social Infrastructure and Chapter 14: Implementation Framework)
- ▶ provide high resilience to future risks, avoiding locations with significant natural hazard risks for urban development
- ▶ avoid locations where urban development will adversely impact on the natural character of the coast, wetlands, outstanding natural features, landscapes, indigenous vegetation, heritage, and water quality in sensitive receiving environments
- ▶ avoid urbanisation of highly productive farmland and versatile soils where possible, and maintain adequate separation between incompatible land uses
- ▶ achieve an orderly and contiguous connection with the existing settlement

- ▶ achieve high environmental performance and standards of design in the built environment (see good design and environmental design principles in Chapter 10: Urban Auckland).

In addition to the above, new settlement proposals must also demonstrate:

- ▶ sufficient demand for further urban land within the sub-regional area
- ▶ accessible and adequate active transport, public transport and roading between housing, services, employment and recreation activities
- ▶ consistency with focusing growth in support of existing community and infrastructure investment and commitments.

Spatial planning, appropriate to the scale and influence of the settlement, must be completed. There is a need to determine what infrastructure is required before the new land development capacity is released.

A future strategy for rural Auckland

The preceding two priorities give a context for the future of Auckland's rural areas. They aim to provide for uses, activities, infrastructure and services that depend on their rural location, serve the rural community, support the rural economy and protect rural values, while maintaining the distinct character, landscapes and settlements of these areas.

This requires a long-term strategy for the way we manage growth and development in our rural areas. **Map 9.1** outlines such a broad strategy for the future.

This Rural Strategy is an integral part of the Development Strategy in Section D. It categorises the rural areas into a number of activity areas, within which particular uses and types of growth will be encouraged and enabled. They are:

- ▶ rural production
- ▶ mixed rural production
- ▶ rural coastal (east)

- ▶ rural coastal (west) (Tasman, Kaipara, Manukau and Ōhāriu)
- ▶ country living
- ▶ bush living
- ▶ inner and outer islands.

A more detailed description of each activity area is provided in the Schedules attached to this chapter.

In addition, the strategy also categorises all rural towns, villages and settlements into a Rural Settlements Classification. This classification categorises rural places as:

- ▶ satellite towns
- ▶ rural and coastal towns, and
- ▶ rural and coastal villages.

The purpose of this classification is to plan for the future growth and development of these places, particularly regarding the provision of infrastructure and services. Schedules 1 and 2 of this section provide more detail.

MAP 9.1 AUCKLAND'S RURAL STRATEGY



Schedule 1 – Rural Activity Categories

There are major differences in landscape types, property sizes, development pressures, land uses, soil versatility, land cover and land values across Auckland's rural areas. In setting out a broad Rural Strategy, rural areas are categorised as a means of indicating future functions, activity and use (although they have not been investigated to the same level of detail as a zone in a Resource Management Act (1991) plan). The categorisation is based on:

- ▶ environmental sensitivity
- ▶ landscape and soil types
- ▶ current land use
- ▶ settlement, production and development activity
- ▶ economic opportunities
- ▶ sustainability over the long term.

Rural Production

Area Description

- ▶ areas with large land holdings
- ▶ low population and building density
- ▶ focused on land-based production with scattered and minimal lifestyle development, and
- ▶ significant distances from urban services and facilities.

Desired Future Outcomes

- ▶ predominance of large sites in productive use
- ▶ minimal 'ad hoc' subdivision and lifestyle development

- ▶ productive use of land and increased yields through good farming practice and environmental stewardship initiatives
- ▶ improved water quality / reduced sedimentation
- ▶ water and land management
- ▶ protected and enhanced biodiversity
- ▶ renewable energy development
- ▶ natural landscape qualities
- ▶ enhanced greenways and recreation links.

Mixed Rural Production

Area Description

Areas outside country living zones that are relatively intensively sub-divided and used for purposes other than large-scale agricultural production. These areas:

- ▶ contain extensive areas of prime agricultural soils
- ▶ have relatively usable terrain
- ▶ may have flood risk issues
- ▶ are intensively used for lifestyle development, as well as commercial farming, horticulture and viticulture, and a number of significant aggregate extraction sites.

Tourist- and visitor-related activities and scenic routes also feature in these environments and they are generally slow-changing economies. They are:

- ▶ attractive, developable and productive areas, and contain quarrying resources and crucial access links.



Desired Future Outcomes

- ▶ enhanced rural character
- ▶ a range of site sizes
- ▶ a range of economic activities, and strong and diverse rural production activities linked to the rural environment
- ▶ active management of development outcomes and sensitive design
- ▶ supports equine, horticulture, viticulture industries, environmental tourism and recreation activities, training facilities, food processing, animal and plant science, markets, small backyard industries, studios and home occupations.

Rural Coastal (East)

Area Description

- ▶ contains commercial and lifestyle farming and forestry
- ▶ a range of small settlements and remote areas
- ▶ major tourist attractions
- ▶ significant indented coastal landforms, vegetation, beaches and estuaries, sensitive environmental features around and including the Mahurangi and Whangateau harbours, Tāwharanui Peninsula and the Te Ārai to Pākiri Coast
- ▶ faces significant development pressure.

Desired Future Outcomes

- ▶ protected natural character of the coastal environment, sensitive ecology and other environmental values
- ▶ environmental enhancement
- ▶ development that is sensitive to the coastal environment and natural landscape

- ▶ tourism and recreational activities
- ▶ protected natural features, sites, land and water bodies of significance to tangata whenua
- ▶ visitor-oriented activities consistent with the character of the local area
- ▶ rural production.

Rural Coastal (West) – Tasman, Kaipara, Manukau and Awhitu Coast Production Area Description

- ▶ remote coastal farming areas within close proximity to the Kaipara and Manukau harbours and Tasman Coast.
- ▶ rural production
- ▶ significant biodiversity and natural features
- ▶ remote beaches
- ▶ will face increasing development pressures over time.

Desired Future Outcomes

Future outcomes sought are the same as for other Rural Production Areas but focus on:

- ▶ protected natural character of the coastal environment, sensitive ecology and other environmental values (eg the Dune Lakes and Kaipara and Manukau harbours and Awhitu Peninsula)
- ▶ protected natural features, sites, land and water bodies of significance to tangata whenua
- ▶ tidal and wind energy generation
- ▶ primary production, aquaculture and coastal industries such as barging.



Schedule 1 – Rural Activity Categories (continued)

Rural Islands Activity

Area Description

The Hauraki Gulf Islands lie within the Hauraki Gulf Marine Park. The islands have:

- ▶ rural production areas, lifestyle development, bush living and un-reticulated residential areas
- ▶ substantial natural and physical resources and landscape values
- ▶ varied coastline, rugged interior, bushed slopes, sweeping white sand beaches on north and east coastlines, visual amenity, ridgelines, bays and coastal headlands
- ▶ significant areas of native bush and shrubs, and a range of visitor attractions such as open sanctuaries on islands like Tiritiri Mātangi, the Mansion House on Kāwau and viticulture on Waiheke
- ▶ catchments which include extensive wetlands, watercourses and estuarine systems
- ▶ significant and extensive wildlife habitats, ecological corridors and ecosystems.

Desired Future Outcomes

- ▶ enhanced life-supporting capacity of the Hauraki Gulf
- ▶ Waiheke’s low-key, bush-fringed village character in the west, and rural and natural character in the east is maintained
- ▶ the informal character of settlement areas on Great Barrier and Kāwau Island is maintained
- ▶ farm, viticulture and other land-based activities prosper
- ▶ holiday and visitor-oriented activities, increasing tourism, and recreational opportunities consistent with a strong conservation ethic
- ▶ conservation of the landscape and natural environment and restored bio-diversity
- ▶ protected heritage values
- ▶ cultural aspirations met
- ▶ transport linkages and energy and communications network services available.

Country Living

Area Description

Areas close to rural towns and urban areas:

- ▶ highly fragmented land
- ▶ lifestyle development with good amenity
- ▶ hobby-scale farming and productive sites
- ▶ roadside stalls and commercial activity.

Desired Future Outcomes

- ▶ range of rural lifestyle development choices
- ▶ can absorb demand for rural subdivision, rather than subdividing more sensitive and productive areas
- ▶ limiting effects of country living on rural production, waterways, the natural environment and wider natural landscape and the spread of further country living areas
- ▶ enhanced greenways and recreation links
- ▶ supports equine industry, horticulture, viticulture, environmental tourism and recreation activities, training facilities, food processing, animal and plant science, markets, small backyard industries, studios and home occupations.

Bush Living

Area Description

Areas with small and medium land holdings with substantial forest cover with more limited pastoral activity. These areas contain:

- ▶ areas within the Waitākere Ranges Heritage Area (WRHA) and Hauraki Gulf Islands Marine Park
- ▶ low-key bush residential lifestyle development and businesses without the degree of site modification and scale of development seen in other country living areas.

Desired Future Outcomes

- ▶ bush residential lifestyle opportunities don’t impact on the native vegetation, landscape values, habitat and natural qualities of these places are enabled
- ▶ sub-urbanisation, urban creep, intensive rural production and prominent signage is avoided and existing land-based production activities are accommodated
- ▶ a range of cottage industries, lifestyle activities, and rural businesses prosper in their natural context
- ▶ natural areas are cared for and protected and indigenous bio-diversity is restored
- ▶ adverse effects on identified heritage features are avoided and there is limited subdivision in the WRHA.

Schedule 2 – Rural Settlements' Classification

Rural centres are classified and defined according to their existing and future role and function as part of a network across rural Auckland (see Table 9.1). The classifications differentiate between centres based on the following factors:

- ▶ the function of the centre within Auckland's network of rural and urban centres
- ▶ the ability to be self-contained in terms of employment, education, recreation and entertainment
- ▶ differences in infrastructure, environmental constraints on growth, the sensitivity of the area, and risk factors associated with natural hazards
- ▶ the suitability of their amenities and services to support strong, resilient, future communities
- ▶ the cost-effectiveness of building or providing services and facilities and their proximity to likely future extensions to services and facilities
- ▶ the ability to integrate the provision of transport services with new and existing land development, and to balance housing growth with job growth.

Rural settlements are classified into the following categories:

- ▶ satellite towns
- ▶ rural and coastal towns, and
- ▶ rural and coastal villages (serviced and un-serviced).

Satellite Towns

These are two substantial urban settlements in rural areas – Warkworth and Pukekohe - with the potential to function independently of the main metropolitan area, provide a range of services to surrounding rural areas, and develop quality transport links. Satellite towns are suitable locations for substantial residential and employment growth, subject to the appropriate infrastructure being in place, and are an important focus of future growth in rural areas. Their populations are envisaged to grow to 20,000 (Warkworth) and 50,000 (Pukekohe) over the next 30 years, with a balance of houses to jobs of close to 1:1 and with strong, accessible, diverse and enhanced centres.

Rural and Coastal Towns

These are urban settlements of varying sizes with suburban zones in rural areas, widely varying local character and services that reflect lifestyle choices such as rural town life, and dormitory residential and retirement living. These eight towns are also expected to grow substantially, but as they are less independent from the main metropolitan area they are less of a focus for developing substantial employment or intensification. They will be a lower priority relative to more accessible locations, where good transport and water infrastructure and services are more affordable, and where growth will complement existing infrastructure networks and services. Subject to investigation, they are envisaged to grow to between 2,000 and 10,000 people, and will become stronger and more attractive centres.

Area spatial planning will be undertaken for Satellite Towns and Rural and Coastal Towns to:

- ▶ prioritise and co-ordinate zoning and infrastructure plans
- ▶ protect heritage
- ▶ manage environmental and natural hazard constraints
- ▶ improve liveability and drive good urban design outcomes
- ▶ improve employment, housing, and transport options
- ▶ develop understanding of community aspirations and concerns.



Serviced Rural and Coastal Villages

These are small rural settlements of varying sizes (from 100 to 5,000 people) with close connections to their rural or natural surroundings, but which are not a focus for significant growth. They are centres for rural residents and provide for village living, dormitory residential, holiday and retirement living to varying degrees, and in some cases serve visitors with low-key service and tourist development. Significant growth in sensitive natural settings, locations with poor accessibility and insufficient, unaffordable or problematic service infrastructure will be avoided. A critical constraint is the capacity to deal with wastewater in an acceptable way, with the associated costs of servicing borne by land developers, and avoiding concentrations of on-site systems likely to degrade water quality in receiving environments. Therefore, villages where adequate service capacity can be provided have potential for well-planned growth on a locally appropriate scale that enhances their qualities.

Un-serviced Rural and Coastal Villages

These villages share the constraints, varying functions and qualities of serviced villages, and range from tight clusters to more dispersed areas. However, un-serviced villages (particularly if smaller and more dispersed) are envisaged to have little or no growth. They will change and develop in ways that preserve their character, but are a lower priority for planning, services and infrastructure. Villages of less than 10 ha have not been identified, unless they are likely to be important for the function of their rural communities.*

This information should be read alongside Schedule 1: Urban Centres' Hierarchy in Chapter 10: Urban Auckland, which outlines the urban centres' classification, and Chapter 14: Implementation Framework, which sets out specific actions for rural directives.

* Important functions include schools, shops and halls serving growing populations, particularly in locations a long distance from larger towns and villages; for instance, smaller and lower-density settlements have been identified on Great Barrier Island because of their significance in that unique context.





TABLE 9.1 RURAL SETTLEMENTS' CLASSIFICATION

SATELLITE TOWNS	RURAL AND COASTAL TOWNS	RURAL AND COASTAL VILLAGES (SERVICED)	RURAL AND COASTAL VILLAGES (UN-SERVICED)	
Pukekohe	Beachlands-Pine Harbour	Bombay	Ararimu **	Ōrua Bay
Warkworth	Helensville	Buckland	Ardmore **	Ostend
	Kumeū-Huapai	Clarks Beach	Awhitu Central **	Pākiri
	Oneroa	Waiau Beach	Baddeleys Beach	Palm Beach
	Riverhead	Glenbrook Beach	Campbells Beach	Parau
	Snells Beach-Algies Bay	Herald Island	Bethells (Te Henga)	Pāremoremo **
	Waiuku	Karaka	Big Bay	Piha
	Wellsford	Kawakawa Bay	Brookby **	Pollok
		Kingseat *	Claris **	Port Albert
		Laingholm	Clevedon *	Port Fitzroy **
		Maraetai	Coatesville **	Pūhoi
		Matakana	Cornwallis	Sandspit
		Omaha	Dairy Flat **	Scotts Landing
		Parakai	Grahams Beach	Shelly Beach
		Patumāhoe	Huia	Surfdale
		Point Wells	Hunua	Tāpora
		Stillwater	Kaipara Flats	Taupaki **
		Waimauku	Kaukapakapa	Te Hana
		Waiwera	Leigh	Te Hihi **
		Weiti ***	Makarau	Te Toro
		Whenuapai	Matakawau	Tomarata **
			Medlands	Tryphena
			Muriwai	Waiau Pa
			Omiha	Wainui **
			Onetangi	Waitakere
			Orapiu	Waitoki
			Orere Point	Whangateau
				Whangaparapara **
				Whitford *

* Current Resource Management Act (1991) plan change processes and infrastructure constraints in these locations may alter the classification and future role and function of these settlements.

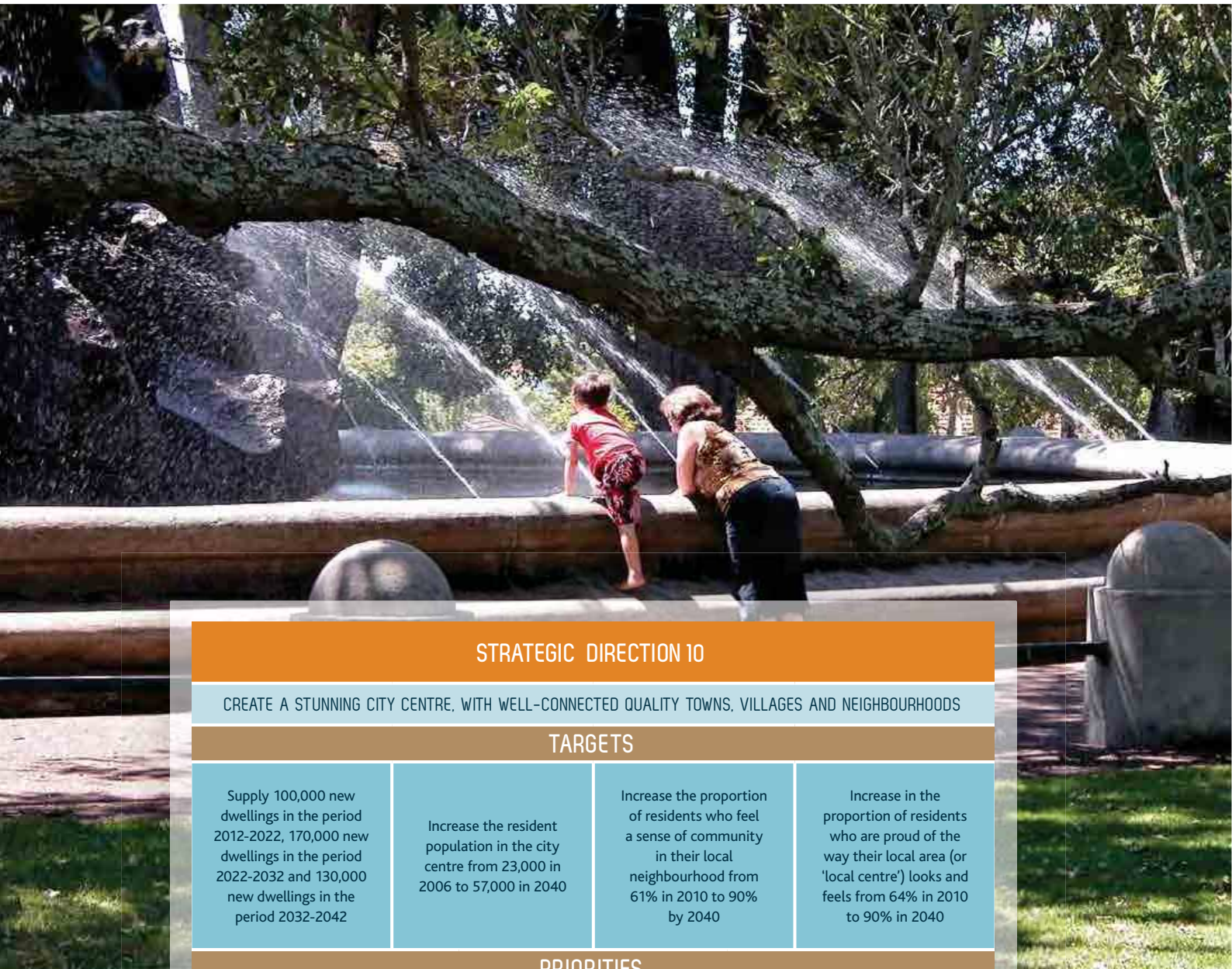
** More dispersed settlements.
*** Future village.

CHAPTER 10

URBAN AUCKLAND

UPOKO 10 - TĀMAKI Ā TAONE





STRATEGIC DIRECTION 10

CREATE A STUNNING CITY CENTRE, WITH WELL-CONNECTED QUALITY TOWNS, VILLAGES AND NEIGHBOURHOODS

TARGETS

<p>Supply 100,000 new dwellings in the period 2012-2022, 170,000 new dwellings in the period 2022-2032 and 130,000 new dwellings in the period 2032-2042</p>	<p>Increase the resident population in the city centre from 23,000 in 2006 to 57,000 in 2040</p>	<p>Increase the proportion of residents who feel a sense of community in their local neighbourhood from 61% in 2010 to 90% by 2040</p>	<p>Increase in the proportion of residents who are proud of the way their local area (or 'local centre') looks and feels from 64% in 2010 to 90% in 2040</p>
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PRIORITIES

1	2	3
<p>Realise quality compact urban environments</p>	<p>Demand good design in all development</p>	<p>Create enduring neighbourhoods, centres and business areas</p>



AUCKLAND EXPECTS ITS URBAN ENVIRONMENT TO BE AS BEAUTIFUL AS ITS NATURAL ENVIRONMENT.

KO TE ARO WHAKAARO O TĀMAKI MAKĀURAU, KIA WHAKĀĀTAAHUA TE WHENUA-Ā-TĀONE, PĒRĀ I TE TĀIAO.

554_ Auckland has been constantly changing and evolving since its earliest days of occupation by both Māori and European settlers, who recognised its strategic attractiveness as a place to live and as a focus for commerce and trade.

555_ Since the first European development in the 1840s, advances in transport technology have defined the growth of the urban area. The initial settlement was clustered about the port, with few roads, and transport limited to walking or horses. The advent of a tram and ferry network in the early 1900s saw suburban development extend over the central isthmus and to the north shore along these transport routes, and living and working activities concentrated by the public transport stops. More recently, the dominant pattern of development has been that of lower-density suburbs, enabled by the motorway system and the rise in car ownership since the Second World War.

556_ Urban Auckland is characterised by its outstanding coastal and harbour settings, its narrow isthmus, volcanic landscape and rural surroundings. The natural environment has provided communities and neighbourhoods with unique

character and amenity. Housing styles range from tightly packed working neighbourhoods to Victorian and Edwardian villa suburbs, to low-density developments from the 1950s on larger sections. These stand-alone residences were attractive because they were often set near quieter rural and coastal environments.

557_ More recently there has been renewed interest in living close to the central city, as some people want to be closer to work, education opportunities, and the vibrancy of the city. This has seen the revitalisation of inner city areas such as Ponsonby and Freemans Bay, showing that more intensive living can be highly desirable and provide the lifestyle choices that Aucklanders want. In contrast, some examples of infill housing and medium-density housing developments have been of variable quality and have degraded parts of the urban environment.



558_ The way that business operates in the urban area has also changed over time. Traditionally there was a clear distinction between different types of business activity, with commerce and trade in Auckland's town centres, and industrial activities in other locations. As Auckland has grown, industry has moved towards the periphery, opening up brownfield and redevelopment opportunities. Continued change in the make-up of Auckland's economy is expected, and the urban area will need to respond to these changes; for example, by leveraging off Auckland's agglomeration potential, which is a key attractor for business and workers to locate and live here (see Chapter 6: Auckland's Economy). Auckland must be an attractive place for businesses to locate to, to ensure ongoing economic development and wealth creation.

559_ Auckland's population will increase significantly over the next 30 years. The environmental consequences and range of costs associated with a larger, more sprawling city, (including transport, water and wastewater infrastructure), support the challenge for Auckland to create opportunities for more intensive living and working environments, and accommodate growth around centres. This chapter provides direction to strengthen the network of centres, liveable neighbourhoods, and business areas.

560_ This chapter outlines the priorities for creating successful urban places that suit all Aucklanders, and indicates how a quality compact environment can be achieved. Emphasis is on development that improves the places where we live and work; reinforces and enhances local character, identity and heritage; creates a sense of place; and is supported by quality local amenities, good accessibility and public transport connections.

561_ As Auckland grows and develops, a range of living environments must be provided for our diverse population. All new development will be designed appropriately to enhance the attractiveness and functionality of areas. High-quality design is a key priority in this Plan's approach to accommodating future growth.

562_ It is expected that the private sector, local communities, iwi, the Auckland Council, central government and third sector parties will work together to ensure we achieve the best development possible in our urban environment.



PRIORITY

1 REALISE QUALITY, COMPACT URBAN ENVIRONMENTS

DIRECTIVE 10.1

Adopt a Rural Urban Boundary in Auckland's Unitary Plan that provides for land capacity over the next 30 years for 280,000 new dwellings within the 2010 Metropolitan Urban Limit baseline, 160,000 new dwellings in new greenfields land, satellite towns and other rural and coastal towns, and at least 1,400 hectares of new greenfields business land.

DIRECTIVE 10.2

Plan for a seven-year average of unconstrained development capacity (zoned and serviced with bulk infrastructure) at any point in time with a minimum of five years' and a maximum of 10 years' capacity.

563_ This Plan aims to maintain the attractive qualities of Auckland's urban areas and the distinction between rural and urban areas, by promoting urban intensification and carefully managing peripheral growth. The Rural Urban Boundary (RUB) provides a clear strategic signal to guide the majority of future development into the existing urban area, while at the same time providing certainty to the market regarding areas for future development (see Section D: Auckland's High-Level Development Strategy).

564_ Achieving a quality compact urban environment requires a shift towards using land resources in a more efficient way. This necessitates urban intensification to achieve a higher density of housing and business activity, both in brownfields and greenfields, with emphasis on well-designed higher-density development in the right places. Planning for intensification will focus on the areas most suited to it, and be developed in consultation with local communities, taking into account their aspirations for an area (including character, heritage, transport and environmental considerations).

565_ Well-located and designed higher-density development will provide Aucklanders with living choices that deliver a wide range of benefits, including:

- ▶ greater accessibility through expanded public transport services and greater opportunities to walk and cycle
- ▶ increased productivity, economic growth and job opportunities
- ▶ reduced infrastructure costs
- ▶ improved vitality and security of urban areas by increased social activity and interaction
- ▶ greater preservation of natural environmental qualities through a reduced urban footprint
- ▶ increased protection of rural and coastal areas, productive agricultural potential, and lifestyle opportunities through a reduced urban footprint
- ▶ a wider range of housing types and choice.

566_ By providing more opportunities for intensification it is expected that the overall proportion of detached dwellings will decrease over time. If we achieve the aim of 70% of growth within the urban footprint over thirty years, it is likely that around 60% of all new dwellings will be attached.









567_ Photographic examples showing the characteristics of different housing types for different growth locations are included in this chapter (see Figure 10.1). It is expected that dwelling types will vary from place to place, and there will not be a 'uniform' density across areas. Over thirty years, the result will be a range of dwellings and varying levels of intensification – all of quality design and structure. The priorities that follow expand on this.

FIGURE 10.1
EXPECTED HOUSING
TYPES IN CENTRES AND
NEIGHBOURHOODS

NOTE:

- Low Rise = 4 storeys or fewer
- Medium Rise = 5 to 8 storeys
- High Rise = 9 or more storeys

CENTRE OR NEIGHBOURHOOD TYPE	GROSS AVERAGE DENSITY (# DWELLINGS/ HA GROSS)	PREDOMINANT BUILT FORM DESCRIPTION	CENTRE AND NEIGHBOURHOOD EXAMPLES
CITY CENTRE	50 – 200+	High rise (9 or more storeys)	City Centre
Examples			
			
CITY FRINGE	40 – 60	City fringe centres include character neighbourhoods. Low - Medium rise (generally up to 8 storeys depending on heritage and character).	Ponsonby Road
Examples			
			
METROPOLITAN CENTRE	40 – 100	Medium (5 – 8 storeys) – High (9 or more storeys) rise	Takapuna
Examples			
			
TOWN CENTRE	20 – 60+	Low (1 – 4 storeys) – Medium (5 – 8 storeys) rise	Highbury
Examples			
			

CENTRE OR NEIGHBOURHOOD TYPE	GROSS AVERAGE DENSITY (# DWELLINGS/ HA GROSS)	PREDOMINANT BUILT FORM DESCRIPTION	CENTRE AND NEIGHBOURHOOD EXAMPLES
<p>LOCAL CENTRE</p> <p>Examples</p> 	20 – 40+	Low (1 – 4 storeys) – Medium (5 – 8 storeys) rise	<p>Kingsland</p> 
<p>SATELLITE TOWN</p> <p>Examples</p> 	15 – 40	Low (1 – 4 storeys) – Medium (5 – 8 storeys) rise	<p>Pukekohe</p> 
<p>INTENSIVE SUBURBAN</p> <p>Examples</p> 	15 – 30	Mix of attached and detached low-rise residential (4 storeys or fewer)	<p>St Heliers</p> 
<p>TRADITIONAL SUBURBAN</p> <p>Examples</p> 	<15	Detached, low-rise residential dwellings on 400 – 800m2 sites	<p>Market Road</p> 



DIRECTIVE 10.3

Focus urban intensification in areas that have:

- ▶ permeable street and block networks that easily connect residents to amenities, or can be adapted to do so
- ▶ infrastructure in place or which can be provided in a timely and efficient manner
- ▶ close proximity and good walking access to community facilities, open space, high-frequency public transport, centres and business areas.

568_ Some urban expansion will occur through new greenfield development on the urban edge. Development of the greenfield areas will occur in a manner which makes efficient use of land, creates liveable and walkable neighbourhoods, and provides good accessibility for residents to employment opportunities and services. The location of greenfield development will consider and protect important environmental qualities.

DIRECTIVE 10.4

Locate and develop greenfield areas as sustainable liveable neighbourhoods in a way that:

- ▶ demonstrates the most efficient use of land
- ▶ protects and enhances biodiversity, air quality, water quality, and heritage values
- ▶ provides community facilities, open space, infrastructure (including transport, communications, power and water utilities) in a timely and efficient manner
- ▶ provides opportunities for walking and cycling, and public transport, and a well-connected street network
- ▶ provides a broad range of housing choice to cater for the diversity of housing needs in Auckland
- ▶ provides or supports local employment opportunities
- ▶ avoids risks from natural hazards
- ▶ demonstrates high-quality design with high environmental performance.

PRIORITY 2 DEMAND GOOD DESIGN IN ALL DEVELOPMENT

569_ A renewed focus on good design will ensure our built environment is successful, and better contributes to our sense of place and to Auckland’s liveability. As Auckland grows and opportunities for more intensive development are realised, this will be vital.

570_ Development proposals, including those of public agencies, will be expected to take a ‘design-led’ approach and incorporate the principles of good design (outlined in Box

10.1) that create enjoyable places. These principles affect all development, as outlined in Figure 10.2. Auckland Council will lead the development of an Auckland Design Manual, which will expand on these principles and provide acceptable solutions and best practice associated with Auckland’s unique landscape and natural values, landform, climate, local context, historic heritage and public open space qualities. In addition, the development sector will be encouraged to consider environmental design principles (see Box 10.2).

BOX 10.1 GOOD DESIGN PRINCIPLES

The following good design principles underpin the Auckland Plan, the Unitary Plan, infrastructure plans and the Auckland Design Manual.

These principles form a complete set, which collectively indicate what attributes are required to make a place successful. They also apply to a range of city and urban scales as illustrated in Figure 10.2.

Identity:

Landscape and ecology, heritage, built form, people and communities together establish the context for Auckland’s unique sense of place.

Good design must recognise and respond to this context, with development enriching character, quality, legibility and a sense of place.

Diversity:

Auckland should accommodate a rich mix of uses, activities, urban form and architecture, which supports variety, vibrancy, chance exchange, safety and choice.

Good design must encourage and embed flexibility and adaptability, to ensure continued support for our changing communities, cultures, built form and environments.

Integration:

Development in Auckland should support uses, activity centres, energy systems and movement networks which are well-connected, and provide convenient and universal access to a range of services and amenities.

The cumulative picture of a street, a block, a neighbourhood and the city - not just buildings, roads or open spaces as individual elements - must be recognised and responded to.

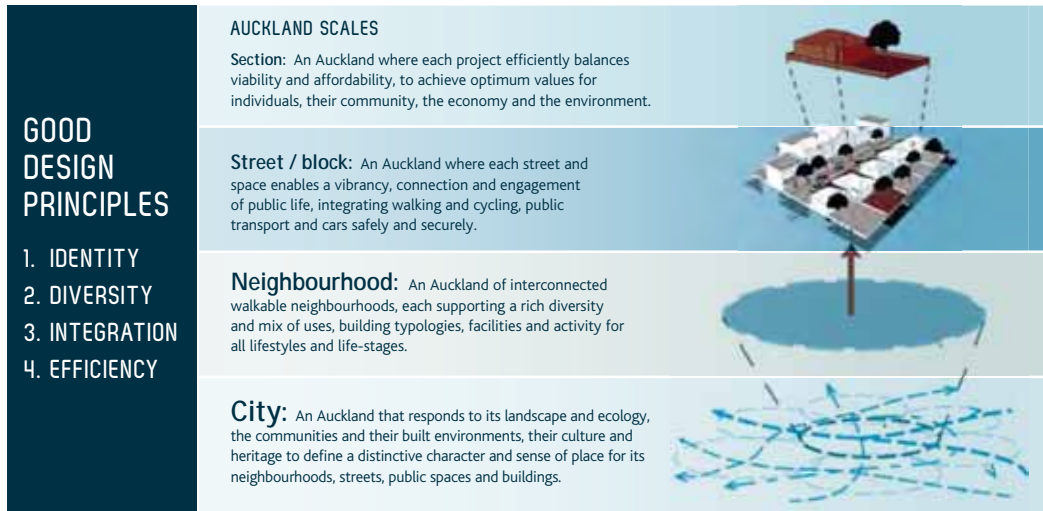
Good design must ensure that development supports existing and/or creates integrated urban form (including streets and spaces), to facilitate well-being, movement and access.

Efficiency:

The benefits and efficiencies of urban systems need to be maximised, delivering quality places where transactions and exchange are encouraged and resources optimised.

Good design must ensure that development focuses on benefits and positive effects, and optimises the full potential of a site’s intrinsic qualities. This includes site shape, relationship to the street, landform, outlook and proximity to services, amenities and infrastructure.

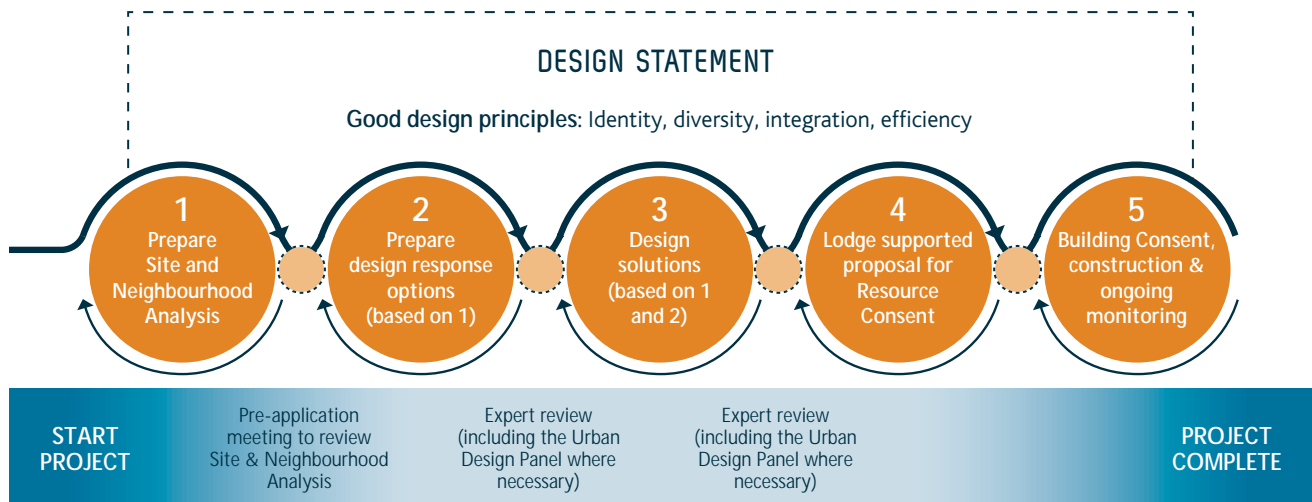
FIGURE 10.2
APPLYING THE GOOD
DESIGN PRINCIPLES AT
DIFFERENT SCALES



571. No area should be compromised by poor design quality or inappropriate density. The best way to achieve this is through a design-led approach (see Figure 10.3). Careful planning and design will make best use of a development opportunity, and include a mix of uses appropriate to its location and context. Development opportunities must maximise the potential of each site, but never at the expense of high-quality living

environments. Some areas have little capacity to accommodate intensification without compromising the values that make them special (for example, the unique bush environments in the Titirangi/Laingholm area, where residences are nestled into the extensive forest of the Waitakere Ranges). In other areas, such as the larger urban centres, higher densities will complement the existing built form.

FIGURE 10.3
DESIGN-LED APPROACH





572_ As Auckland grows, the amenity of the public realm (social and recreational spaces) will become more important. Such areas must be designed with an underlying structure that accommodates how people (of all age groups) will use these spaces. Our public spaces must therefore be designed to enable more Aucklanders to use and enjoy them. Where appropriate, public spaces must also cater for special occasions, such as the events held in the new shared spaces around the Central City, the Pasifika Festival at Western Springs, the Kowhai Festival in Warkworth, and Santa Parades across Auckland.

573_ In particular, the streetscape must contribute to the wider cityscape of Auckland and enhance the sense of place in a given area.

574_ Streets serve many functions: not only for traffic circulation but also for walking, cycling, and as places to congregate and to meet people. As the main component of our public realm, streets must be designed as public spaces, not just movement corridors (see Chapter 13: Auckland's Transport). To support this, the design of new developments must respect and contribute to the streetscape, particularly the public/private interface, to create high-amenity, pedestrian-friendly, walkable neighbourhoods.

575_ Our streets must complement and link local networks of public spaces and integrate with other streets and paths to increase connectivity. They are important parts of the public realm and must be designed accordingly.

DIRECTIVE 10.5

Assess all development proposals, including public realm and infrastructure improvements and redevelopment, against the design principles in Box 10.1 and the transport single system principles in Box 13.1.

576_ Inappropriate regulations and inflexible standards can impact negatively on good design. They impede the development of more intensive housing and mixed developments. For example, at times traditional parking standards (minimum numbers of car parking spaces) are imposed in areas where alternative options (parking buildings or investment in public transportation) imply that such minimums are counterproductive to delivering the goal of intensification, mixed use and affordability. The Auckland Council intends to review its approach to parking, as part of the development of the Unitary Plan (see Chapter 13: Auckland's Transport).

DIRECTIVE 10.6

Parking standards and innovative parking mechanisms should take account of multiple objectives, including the need to:

- ▶ facilitate intensive and mixed-use developments within strategic locations
- ▶ improve housing affordability
- ▶ reduce development costs
- ▶ encourage use of public transportation
- ▶ optimise investments in public parking facilities, civic amenities and centre developments
- ▶ foster safe, convenient and attractive walkable neighbourhoods.

577_ Good design should incorporate a commitment to environmental sustainability, which includes green buildings, the adaptive re-use of historic buildings, protection of important natural areas, and the support and enhancement of Auckland's 'urban forest' (see Chapter 7: Auckland's Environment).

BOX 10.2
ENVIRONMENTAL
DESIGN PRINCIPLES

578_ Box 10.2 outlines Environmental Design Principles developed by the New Zealand Green Building Council,⁵⁹ an industry organisation dedicated to accelerating the adoption of market-based green building practices.

The first principle reinforces the ideal city form, where land use and transport opportunities are intrinsically connected, and this is supported by principles relating to energy, water, water pollution and biodiversity.

A	TRANSPORT
1	Areas close to existing, well-provided passenger transport routes should be prioritised for redevelopment to reduce future infrastructure costs.
2	Public and private sectors should prioritise the development of safe and attractive cycle and walking infrastructure, as well as end-user facilities such as onsite visitor cycle parking, showers and lockers, all in convenient locations.
B	ENERGY
3	Solar orientation of new buildings and developments should be considered during site selection, and at the beginning of the design process, to optimise solar gain (for passive heating) and solar shading.
4	Energy and water efficiency measures should be incorporated in all development, to reduce energy and water demand.
5	Building location and design should optimise natural ventilation in order to reduce the need for mechanical ventilation systems.
6	The opportunity for both neighbourhood or community-scale and on-site renewable energy generation should be optimised and incorporated into building designs from the outset.
C	WATER
7	Rainwater harvesting should be integrated into the design of new development: shared rainwater harvesting infrastructure should be prioritised.
8	Natural stormwater management systems should be integrated into new development e.g. swales. Permeable surfaces should be incorporated into the design of new development.
D	WASTE AND POLLUTION
9	Construction materials should have a low environmental impact - recycled, reused and recyclable materials should be considered.
E	BIODIVERSITY
10	Habitat and biodiversity protection and enhancement should occur across all new development.
11	New development should be designed to reduce the urban heat island effect.

DIRECTIVE 10.7

All urban development should take into account the environmental design principles outlined in **Box 10.2**.

PRIORITY 3 CREATE ENDURING NEIGHBOURHOODS, CENTRES AND BUSINESS AREAS

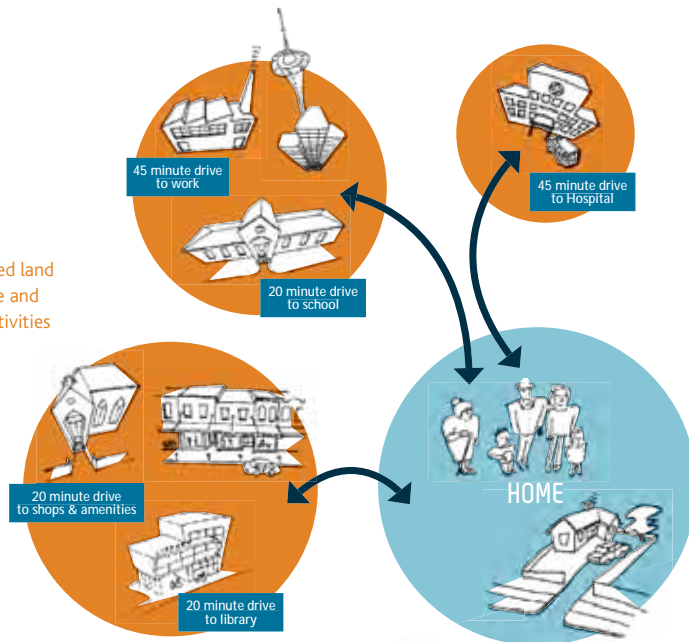
579_ Auckland's urban area consists of a variety of interconnected neighbourhoods, centres and business areas, which support where most Aucklanders live, work and spend their leisure time. Much of Auckland's urban area will change as the population grows, ranging from least to moderate to most change across different areas. Apart from the city centre and metropolitan centres like Takapuna, typical town and local centres are likely to include 4- to 6-storey buildings.

580_ Auckland's neighbourhoods will be the focus of varying degrees of suburban intensification. In particular, neighbourhoods that have the potential for viable intensification due to good amenity and accessibility, and where there is physical and social infrastructure capacity, are highlighted within the Development Strategy as areas for change (see Maps D1 and D2). Neighbourhoods will increasingly provide a mix of housing types to meet people's changing needs over their lifetime (see Priority 1 above).

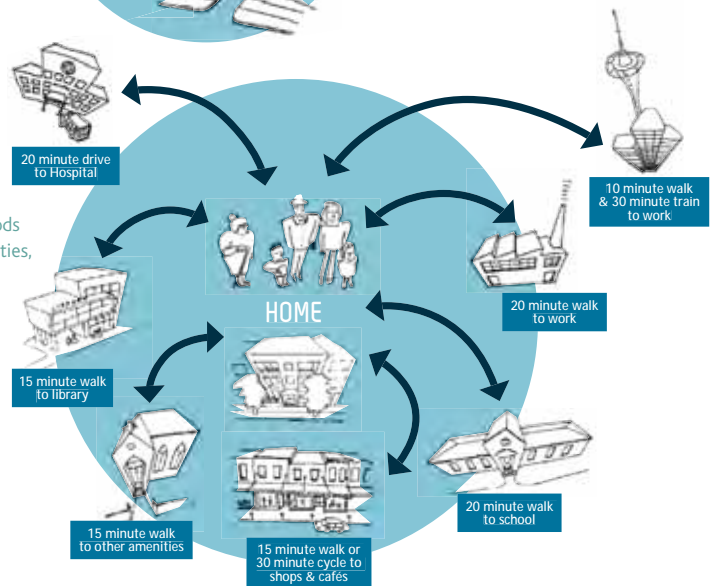
581_ Neighbourhoods are important not just for the physical environment they provide, but also for the social networks they support. Developing Auckland's neighbourhoods as distinctive places will contribute to residents' sense of identity, place, and pride in their community. Increasing the density of housing in a neighbourhood also supports the provision of new and better services. A design-led approach, as outlined in Priority 2 above, will be employed in any transition towards a higher-density environment. This would consider factors that can improve neighbourhoods, such as planting street trees, calming traffic, establishing walk/cycleways and connections, and restructuring streets and public spaces to facilitate centre development, new parks, housing intensification, and safe, attractive streets. Figure 10.4 emphasises some of the benefits of higher-density neighbourhoods as opposed to more dispersed, lower-density areas.

FIGURE 10.4
DISPERSED VS. MIXED-USE
NEIGHBOURHOODS

A. Lower-density areas with separated land uses generally extend the travel time and limit modal choice between daily activities



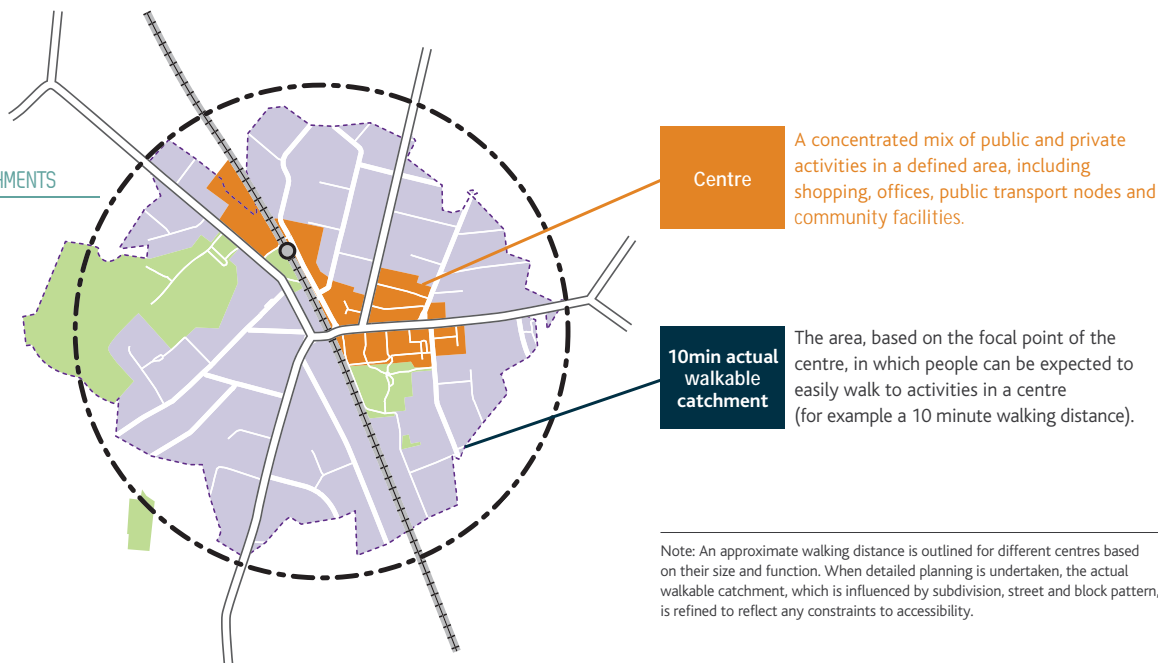
B. Medium density, mixed-use neighbourhoods generally save travelling time between activities, as well as provide a range of modal choices



582_ Auckland's network of centres will accommodate future population and employment growth. Centres provide focal points for communities at different geographical scales, foster economic activity and business productivity, create higher-density clusters of jobs, support the public transport system and maximise investment in infrastructure. The growth

of higher-density housing in and around centres provides a population base to sustain businesses and community facilities. A centre is a defined area that comprises a concentrated mix of activities, and is supported by a surrounding residential area that is within an easy walking distance, as shown in Figure 10.5.

FIGURE 10.5
CENTRES AND
WALKABLE CATCHMENTS



583. Auckland's urban centres are classified according to their existing and future role and function. The range of urban centres in Auckland is described in the hierarchy outlined in **Box 10.3**,

which is presented as a network of centres in **Map 10.1** and in more detail in **Table 10.1**.

BOX 10.3
URBAN CENTRES' HIERARCHY

The City Centre – the focus of national and international business, tourism, educational, cultural and civic activities. It provides significant capacity for business and high-density residential development within a variety of precincts. It is the focus for regional transportation services. It is surrounded by the city fringe, and lies within a 2km walkable catchment (approximately): it provides complementary living, business and entertainment activities within traditional and higher-density neighbourhood living and specialist precincts.

Metropolitan centres – these serve regional catchments or have strategic roles within the region. They provide a diverse range of shopping, business, cultural, entertainment and leisure activities, together with higher-density residential and mixed-use environments. They have good transport access and are served by high-frequency public transportation. These centres have the greatest opportunities for additional business and residential growth.

Town centres – these act as local hubs for communities, providing a wide range of retail and business services and facilities, and community facilities. They are generally accessible by frequent public transport services, and provide a range of residential living options, including mixed-use and higher-density options. They have variable capacity for accommodating new residential and business development.

Local centres – these act as a focus for a community and provide a range of convenience shops and small business services together with some community facilities. These centres are focused on walkable catchments supported by public transport services. They have variable capacity for accommodating new residential and business development, but to a lesser extent to town centres, due to their individual and accessibility constraints.

Neighbourhood centres – these provide day-to-day convenience shopping within walkable neighbourhoods. Based on a small group of shops, they may also be aligned with a community facility, such as a school.

Note: Satellite towns, rural and coastal towns, and rural and coastal villages have urban characteristics within the rural area. See Chapter 9: Rural Auckland for descriptions of each.

584_ The hierarchy also identifies emergent centres, which are those that are either in a formative stage of development or require significant change through redevelopment to support their transition to more intensive, mixed-use centres. The emergent category is an overlay used in conjunction with other classifications for metropolitan, town and local centres.

585_ Over the 30-year period of the Plan there will be considerable changes to many of Auckland’s centres, particularly those that have the greatest development potential. These centres need strong planning frameworks to guide their development, and against which to monitor their progress. Table 10.1 highlights emergent centres, including those that may have started as shopping malls, where planning needs to focus on guiding future development towards a form which supports a greater range of attributes for that centre type.

586_ All centres perform an important role as a focus for the community they serve. However, different interventions are required to reach the potential of each centre. The following categories reflect the degree of intervention necessary to realise the development opportunity within a given centre (also see Table 10.1 and Chapter 14: Implementation Framework).

a) **Regeneration centres** - centres that require a mix of public sector actions to address economic, social and physical inequalities

b) **Market-attractive centres** - centres where there is strong market potential for growth, and which require limited public sector support.

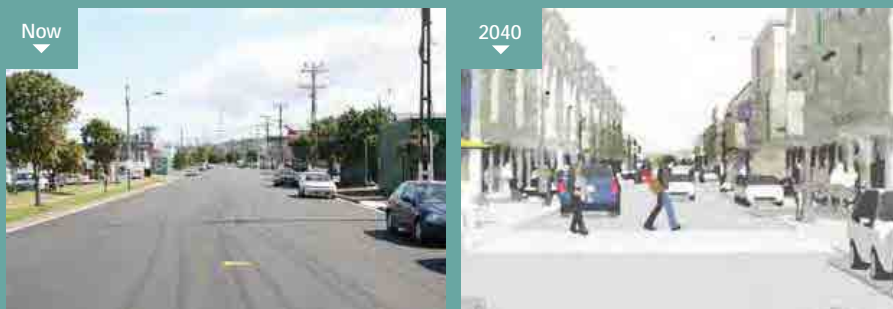
587_ Where character, heritage and/or environmental constraints limit growth within particular centres (usually in local centres), these are not prioritised for growth and/or transformation. The centres, associated suburbs and places that are prioritised in the first three years include:

- i The City Centre
- ii The Southern Initiative
- iii Hobsonville/ Westgate, Massey North
- iv New Lynn
- v Onehunga (see Box 10.4)
- vi Tāmaki
- vii Takapuna
- viii Warkworth
- ix Pukekohe.

BOX 10.4
ONEHUNGA TOWN CENTRE AND SUBURBAN AREA

Onehunga Town Centre and its adjoining suburban area is identified for future population and employment growth. The Onehunga Town Centre itself is expected to grow by at least an additional 3400 dwellings and 5000 workers.

Princes Street now and artist’s impression of 2040 (looking west to Onehunga Bay Reserve)



City Centre Masterplan

An Auckland City Centre Masterplan has been developed to guide the transformation of the city centre and to maximise its potential. A Waterfront Masterplan has also been prepared to realise that area’s development opportunities (see the end of this chapter for further details). The Masterplan supports the role and function of the City Centre as Auckland’s pre-eminent hub for office-based employment and business and financial services.

DIRECTIVE 10.8

Strengthen Auckland's network of metropolitan, town, local and neighbourhood centres so they are well-connected and meet community needs for jobs, housing, and goods and services, at a variety of scales. Auckland's network of centres will:

- ▶ be the primary focus for retail and other commercial activity, providing a wide range of outlets in a competitive environment, while limiting out-of-centre retail and office development
- ▶ accommodate an increase in the density and diversity of housing in and around centres
- ▶ develop sufficient scale, intensity and land-use mix (appropriate to a centre's position in the hierarchy) to support high-frequency public transport
- ▶ concentrate activities which generate a high number of trips
- ▶ maximise access by walking, cycling and public transport and support a reduction of car trips
- ▶ be attractive, mixed-use environments with high-quality public spaces.

588_ New retail and office activities are focused in centres. It is expected that new malls and large format retail activities will locate in centres; they will be designed to integrate with other centre activities, and contribute to the 'place-making' of the centre (see **Box 10.1**). Retail draws people to centres, and is critical in retaining and attracting other activities. There must be sufficient development capacity in centres to accommodate commercial growth, and to support the centres' network. Proposals for out-of-centre commercial activity will be considered, using criteria in the Unitary Plan.

589_ The network of centres is important for fostering economic activity and clustering commercial activity, and within this network the metropolitan centres have the strongest emphasis on business activity. Their scale provides opportunities for specialisation or strategic roles, and distinctive precincts. In contrast, the emphasis for local centres is to provide local services within a walkable catchment.

590_ In addition to centres, Auckland has a number of key business areas that provide opportunities to accommodate and intensify future business and employment growth (see Chapter 6: Auckland's Economy for employment growth projections). These areas complement the activities in centres and provide a strong contribution to Auckland's employment base, which should be safeguarded for business activity (see **Map 10.1**). A strategic classification of the broad business and employment areas outside centres includes:

- ▶ heavy industry
- ▶ light industry (including production, distribution and trade activities)
- ▶ business parks (with an emphasis on office and commercial activities)
- ▶ special activity areas (including a range of activities from airports, government facilities and infrastructure, to health and education).

591_ Future growth and intensification of business activity should make the most efficient use of land available in the existing centres and business areas, and support improvements to local transport accessibility, especially by public transport. The trip-generating potential of business and employment activity should be managed to ensure minimal impact on local communities and the environment.

DEVELOPMENT IN EXISTING CENTRES AND NEIGHBOURHOODS

2012

2042

CITY CENTRE AND METROPOLITAN CENTRES



TOWN CENTRES AND SATELLITE TOWNS



NEIGHBOURHOODS





DIRECTIVE 10.9

Develop and manage business areas to complement centres, without undermining their role and function in the centres' network, and to provide for a diversity of opportunities for business and employment growth.

592_ In an increasingly competitive global economy where cities seek to attract high-technology and knowledge-based activities, campus-style business parks that provide locations to accommodate office, research and development, and warehousing enterprises are attractive. In particular, large concentrations of such businesses can foster innovation and agglomeration economies. Auckland already has some established business parks and any future provision should build on these and integrate them into the existing urban environment.

DIRECTIVE 10.10

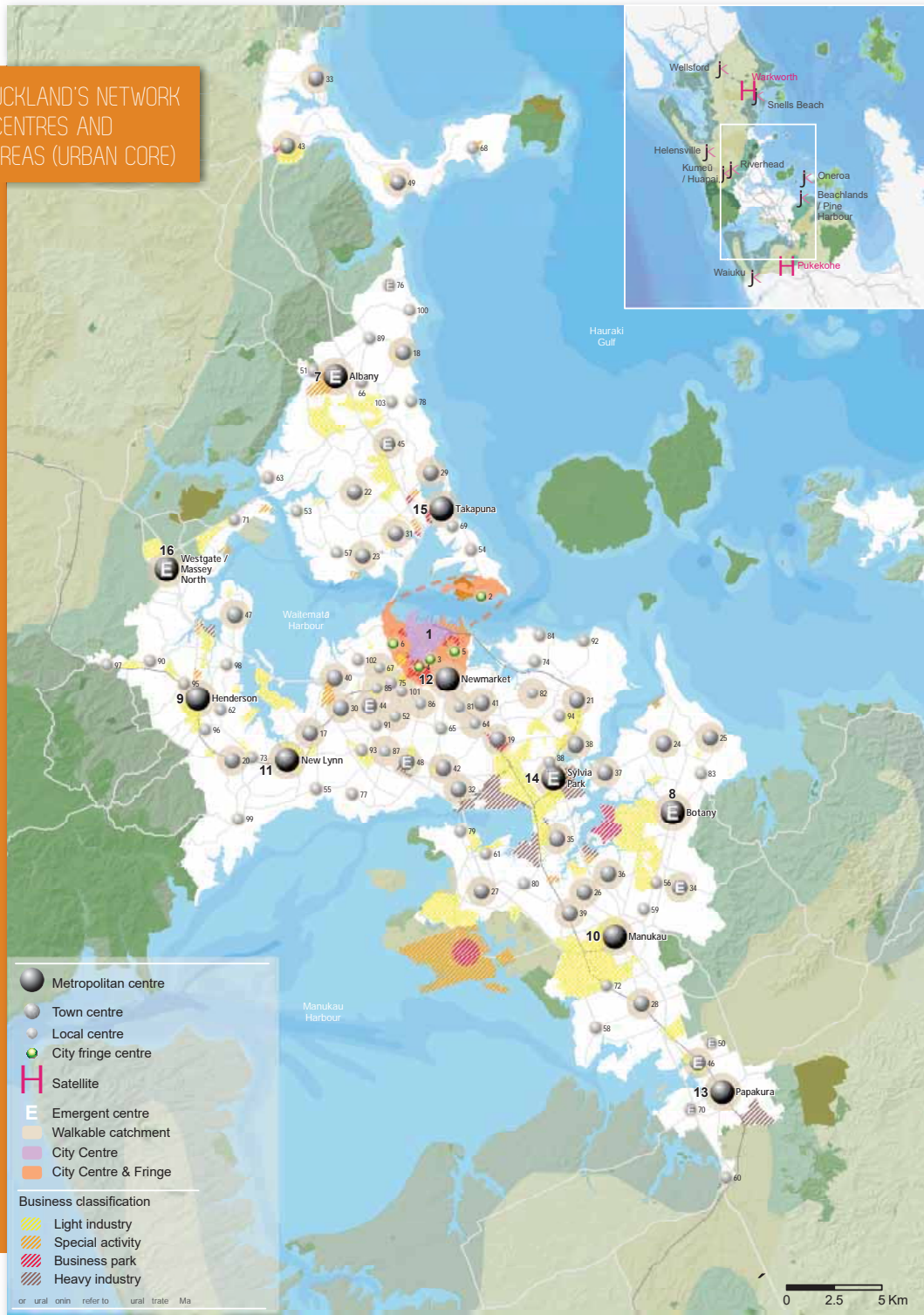
Business park development should promote clusters of technology and innovation, and meet the following criteria:



- ▶ excellent access to public transport (preferably high-frequency networks)
- ▶ necessary access to freight routes and terminals
- ▶ locational relationships with other relevant economic infrastructure (such as the airport, ports, universities, technical and research institutes, hospitals, recreational or cultural facilities, or clusters of knowledge-based and entrepreneurial activity)
- ▶ integration with established centres and residential areas
- ▶ excellent proximity to the workforce (within 30 minutes' commuting time)
- ▶ suitable land size to support business park functions (≥ 30 ha)
- ▶ necessary facilities to support employees (such as cafés, outdoor seating and open space).



MAP 10.1 AUCKLAND'S NETWORK OF URBAN CENTRES AND BUSINESS AREAS (URBAN CORE)



593_ While each centre is unique, Table 10.1 identifies the strategic classification of each centre, and Table 10.2 outlines a set of shared key attributes that are generally applicable to the different types of centres. It is not intended that every centre will have all the attributes listed.

594_ This information should be read alongside Chapter 9: Rural Auckland, which outlines the rural centres' classification.



TABLE 10.1
URBAN CENTRES' HIERARCHY
- CLASSIFICATION

INTERNATIONAL CITY CENTRE	TOWN CENTRES	LOCAL CENTRES	
1 City Centre	17 Avondale	50 Addison (E)	83 Meadowlands
	18 Browns Bay	51 Albany Village	84 Mission Bay
CITY FRINGE CENTRES	19 Ellerslie	52 Balmoral	85 Morningside
2 Devonport	20 Glen Eden	53 Beach Haven	86 Mt Eden
3 Grafton	21 Glen Innes	54 Belmont	87 Mt Roskill
4 Newton	22 Glenfield	55 Blockhouse Bay	88 Mt Wellington
5 Parnell	23 Highbury	56 Botany Junction	89 Northcross
6 Ponsonby	24 Highland Park	57 Chatswood	90 Ranui
	25 Howick	58 Clendon	91 Sandringham
METROPOLITAN CENTRES	26 Hunters Corner	59 Dawson Road	92 St Heliers
7 Albany (E) (M)	27 Māngere	60 Drury	93 Stoddard Road
8 Botany (E) (M)	28 Manurewa	61 Favona	94 Stonefields
9 Henderson	29 Milford (M)	62 Glendene	95 Sturges
10 Manukau (M)	30 Mt Albert	63 Greenhithe	96 Sunnyvale
11 New Lynn	31 Northcote	64 Greenlane East	97 Swanson
12 Newmarket (M)	32 Onehunga	65 Greenlane West	98 Te Atatu South
13 Papakura	33 Ōrewa	66 Greville	99 Titirangi
14 Sylvia Park (E) (M)	34 Ormiston (E) (M)	67 Grey Lynn	100 Torbay
15 Takapuna (M)	35 Ōtāhuhu	68 Gulf Harbour	101 Valley Road / Eden Quarter
16 Westgate / Massey Nth (E)	36 Ōtara	69 Hauraki Corner	102 West Lynn
	37 Pakuranga	70 Hingaia (E)	103 Windsor Park
	38 Panmure	71 Hobsonville	
	39 Papatoetoe	72 Hōmai	
	40 Pt Chevalier	73 Kelston	
	41 Remuera (M)	74 Kepa Road / Eastridge	
	42 Royal Oak	75 Kingsland	
	43 Silverdale (M)	76 Long Bay (E)	
	44 St Lukes (E)	77 Lynfield	
	45 Sunnynook (E)	78 Mairangi Bay	
	46 Takanini (E)	79 Māngere Bridge	
	47 Te Atatu Peninsula	80 Māngere East	
	48 Three Kings (E)	81 Market Road	
	49 Whangaparāoa	82 Meadowbank	

(E) Emergent centres

(M) Metropolitan and Town Centres that are most market attractive

Note: Centres without an (M) notation are considered to require some form of regeneration to help stimulate development.



TABLE 10.2
URBAN CENTRES' HIERARCHY – KEY ATTRIBUTES

Centre	Built form	Transport	Economic	Social	Employment + Residential ratios and employment emphasis
City Centre	<ul style="list-style-type: none"> • High rise • Highest densities in the region 	<ul style="list-style-type: none"> • Regional hub • Destination function but also has high trip generation • Has the provision for high-frequency public transport 	<ul style="list-style-type: none"> • 24 hours • Central banking, finance, insurance, and professional services • Other service and creative businesses • Head offices • Specialty retail • Activity precincts 	<ul style="list-style-type: none"> • Civic headquarters • Major cultural / entertainment hub • Premier public spaces • Tertiary education 	<p>Strongest employment focus</p> <p>Median ratio 4:1</p>
City fringe centres	<ul style="list-style-type: none"> • Medium rise • High – medium density • Includes character neighbourhoods 	<ul style="list-style-type: none"> • Supports the City Centre • Medium trip generation, mainly as an origin • Has the provision for high-frequency public transport 	<ul style="list-style-type: none"> • Day and night activities • Diverse range of business activities • Small- and medium-sized businesses • Specialist precincts 	<ul style="list-style-type: none"> • Local social infrastructure / entertainment • High-quality public spaces 	<p>Strong emphasis on employment in business precincts</p> <p>Median ratio 2:1</p>
Metropolitan centres	<ul style="list-style-type: none"> • High – medium rise • High density 	<ul style="list-style-type: none"> • Major hub at sub-regional scale • Destination function but also with high trip generation • Generally has the provision for high-frequency public transport 	<ul style="list-style-type: none"> • Day and night activities • Finance, insurance, and professional services • Food and beverage • Comparison retail • Specialty retail • Regional offices 	<ul style="list-style-type: none"> • Cultural / entertainment destination • High-quality public spaces • Tertiary education 	<p>Strong emphasis on employment</p> <p>Median ratio 2.8:1</p>
Town centres	<ul style="list-style-type: none"> • Medium – low rise • Medium density 	<ul style="list-style-type: none"> • Local catchment centre • Medium to low trip generation, mainly as an origin • Generally has the provision for high-frequency public transport • Walkable catchment 800m 	<ul style="list-style-type: none"> • Day and evening activities • Small- and medium-sized enterprises • Convenience and some specialty retail • Professional / personal services • Administration and support 	<ul style="list-style-type: none"> • Community facilities • Local parks 	<p>Balanced residential and employment</p> <p>Median ratio 0.8:1</p>
Local centres	<ul style="list-style-type: none"> • Low – medium rise • Medium – low density 	<ul style="list-style-type: none"> • Local catchment centre • Low trip generation, mainly as an origin • Low-frequency public transport • Walkable catchment 400-800m 	<ul style="list-style-type: none"> • Day and evening activities • Convenience retail (day-to-day) • Small businesses 	<ul style="list-style-type: none"> • Strong local and anchor point • Neighbourhood parks 	<p>Residential focus with local services</p> <p>Median ratio 0.5:1</p>

Note: Any character and / or historic heritage qualities that may be present in a centre will, along with other factors such as infrastructure, help determine

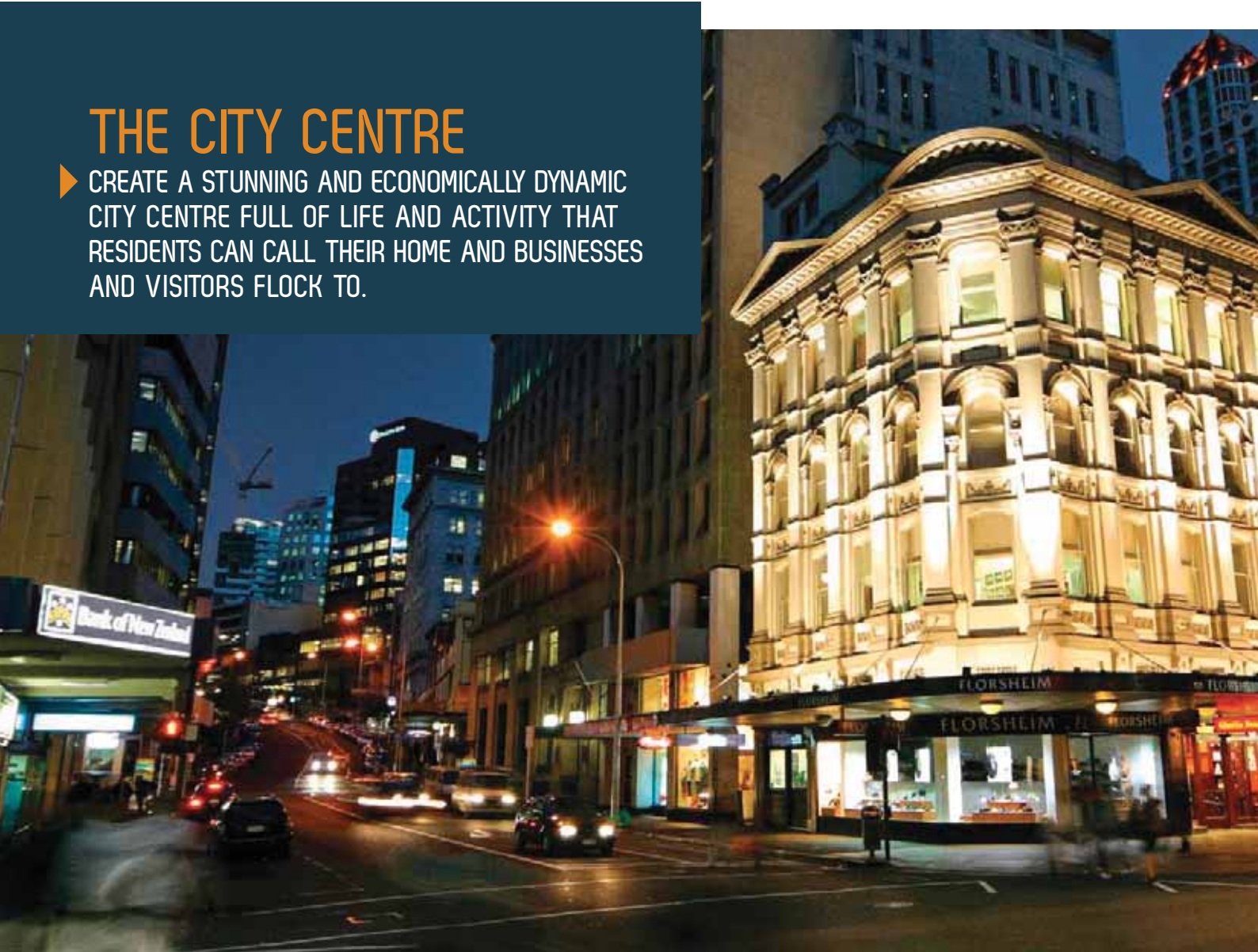
the form and quantity of growth that will be appropriate to the individual centre; this is best determined at the Area Spatial Planning level.

MAP 10.2 RELATIONSHIP BETWEEN THE NETWORK OF URBAN AND RURAL CENTRES



THE CITY CENTRE

- ▶ CREATE A STUNNING AND ECONOMICALLY DYNAMIC CITY CENTRE FULL OF LIFE AND ACTIVITY THAT RESIDENTS CAN CALL THEIR HOME AND BUSINESSES AND VISITORS FLOCK TO.





595_ Successful cities have strong centres, and the City Centre plays a pivotal role in Auckland's present and future success (see Chapter 6: Auckland's Economy).

596_ The City Centre Masterplan supports the Auckland Plan's vision of the world's most liveable city, and of a significant increase in population living within, and commuting to and from the City Centre. It will expand the transport network to suit this purpose, by making the City Centre a highly desirable place to live, work, and invest in, and by adding to Auckland's identity and vibrancy.

597_ The City Centre should be for everyone: a place where people feel welcome and comfortable; a place where there is a strong and inclusive community; where people can access social activities; and where their culture is reflected in the physical and social environment.

598_ The City Centre Masterplan provides a 20-year transformational direction for the future of the City Centre. This direction consists of the following key moves:

Move 1: Uniting the Waterfront with the City Centre – the Harbour Edge

Move 2: Connecting the Western Edge of the City to the Centre – the East-West Stitch

Move 3: Queen Street Valley, the CBD and Retail District – the Engine Room

Move 4: Nurturing the Innovation and Learning Cradle

Move 5: New Public Transport Stations and Development Opportunities at Karangahape Road, Newton and Aotea Quarter – Growth and the City Rail Link

Move 6: Connecting Victoria Park, Albert Park and the Domain with the Waterfront as part of a blue-green network – the Green Link

Move 7: Connecting the City and the Fringe – City to the Villages

Move 8: Revitalising the Waterfront – Water City

599_ Masterplan objectives include improving the amenity of the City. A successful centre has great amenity and choices for residents, workers and visitors, and attracts an increasing number of businesses, employees and households. While improving technologies enable us to work remotely, paradoxically, research shows the benefits of spatial proximity. The agglomeration effects of more businesses and people will lift the productivity of the City Centre. A productive City Centre, as the pre-eminent hub for office-based employment and business and financial services, means a productive Auckland.

600_ Intensified use of the 'Engine room' and waterfront land, intensified land use within 800 metres of the proposed City Rail Link stations (Aotea, Karangahape Road and Newton), and an increased number of people employed (from 55,000 to 70,000) in central locations will reduce congestion. This will lift living standards and business productivity.

601_ In addition, the long-term strategy for unlocking the potential of the waterfront is detailed in the Waterfront Plan, prepared by Waterfront Auckland, which is a companion document to the City Centre Masterplan.

602_ The waterfront is an area rich in character and activities that link people to the city and the sea. As a place for all people, the Waterfront Plan envisages a world-class destination that excites the senses and celebrates our sea-loving Polynesian culture and maritime history. It aims to achieve this through five specific goals:

- ▶ a public waterfront
- ▶ a smart working waterfront
- ▶ a green-blue waterfront
- ▶ a connected waterfront
- ▶ a liveable waterfront.

603_ The Waterfront Plan contains a number of projects and initiatives to achieve these goals. These include a pedestrian walkway and cycleway, improved ferry services and development of a low-impact waterfront transit service, development of land and water space for the marine, fishing and cruise industries, support for innovative and creative businesses, and new public spaces such as Headland Park, a 4.2ha open space on Wynyard Point.

CHAPTER 11

AUCKLAND'S HOUSING

UPOKO 11 - NGĀ WHARE NOHO O TĀMAKI MAKAURAU



STRATEGIC DIRECTION 11

HOUSE ALL AUCKLANDERS IN SECURE, HEALTHY HOMES THEY CAN AFFORD

TARGETS

Reduce the proportion of households which spend more than 30% of their income on housing costs from the average of 27% in 2011 to 20% in 2030	Maintain the proportion of people who own their own home to at least 64% (2006 baseline)	Reduce the proportion of people living in households requiring at least one extra bedroom from 15.7% in 2006 to 10% by 2020	End rough sleeping (primary homelessness) in Auckland by 2020
Increase residential dwelling construction consents from 3,800 in 2011 to at least 10,000 on average per annum from 2020	Reduce preventable housing-related hospitalisation by 35% by 2020	Retrofit 40% of Auckland's housing stock in need of retrofitting by 2030	Reduce the disparity in home ownership rates between Māori and Pacific peoples (2006) and the overall rate, to less than 10% by 2030 (2006 baseline)

PRIORITIES

1	2	3	4
Increase housing supply to meet demand	Increase housing choice to meet diverse preferences and needs	Improve the quality of existing and new housing	Improve housing affordability and the supply of affordable housing

AUCKLAND EXPECTS EVERYONE TO WORK TOGETHER TO ENSURE ALL AUCKLANDERS HAVE SECURE, HEALTHY HOMES THEY CAN AFFORD.

KO TE ARO WHAKAARO O TĀMAKI MAKĀURĀU KIA MAHI TAHI TĀTOU KI A TĀTOU, KIA TAEA E TĀTOU TE WHARE E HOKO MŌ TĀTOU ANŌ.

604_ Secure, healthy and affordable housing is fundamental to individual, family/whānau, community and economic well-being. A secure, stable home is the hub of family life and provides a foundation for building strong communities and financial security for families. An adequate supply of quality, affordable housing located near jobs or transport links, is a core requirement for society and the economy to function, and provides a good quality of life for everyone. Poorly designed, inefficient and unaffordable housing not only affects individuals and household well-being and expenses, but is a cost to us all in its impacts on health, social spending and the environment.

605_ Auckland faces a housing crisis because of:

- ▶ a persistent under-supply of housing to meet demand
- ▶ a lack of housing choice
- ▶ poor-quality, unhealthy and overcrowded housing
- ▶ declining affordability and home ownership.

606_ There is no single solution, nor a single sector to address these issues, and urgent, large-scale, bold, multi-sector action is required to:

- ▶ increase housing supply to meet demand
- ▶ increase housing choice to meet diverse preferences and needs
- ▶ increase the quality of existing and new housing
- ▶ improve housing affordability
- ▶ increase the supply of affordable housing.

607_ Directives in this Chapter address these issues; actions to deliver the directives are included in Chapter 14: Implementation Framework. A primary vehicle for delivering on these directives is a proposed multi-sector Housing Strategic Action Plan.

Definition

608_ There is no agreed New Zealand definition or measure of 'affordable' or 'unaffordable' housing. For the purposes of the Auckland Plan, we use two complementary measures: the 30% gross income benchmark, measuring whether a household pays more than 30% of its gross income on housing costs; and the Median Multiple Measure, which compares house price to income (see Priority 4).

PRIORITY

INCREASE
HOUSING SUPPLY
TO MEET DEMAND

609. Auckland's population is projected to grow to between 2.2 and 2.5 million over the next 30 years. Around 400,000 additional dwellings will be required by 2040, which means that at least 13,000 additional houses have to be built each year. This is a huge challenge, given we already have a shortfall of about 10,000 homes, and current levels of house building are less than half the volume required. At present, only 5,000 consents for new homes are issued per year in Auckland, and not all these are necessarily built. Further, in New Zealand as a whole, only about 24,000 houses are built each year, and the rebuilding of Christchurch will take up a large part of national construction capacity.

610. The Auckland Council will ensure there is sufficient development capacity or 'ready to go' land for housing. This Plan provides for a staged release of land within the Rural Urban Boundary, with an average of 7 years' unconstrained development capacity at any point in time, with a minimum of 5 years' and a maximum of 10 years' capacity. Unconstrained development is land that has operative zoning and is serviced with bulk infrastructure. This Plan provides greater certainty for developers about when and where development will occur over the next 30 years. As we already have a large shortfall in housing and a depressed development sector, it is unlikely that we can achieve the target of at least 13,000 new dwellings on average per year over the 30-year life of the plan, without urgent, bold, multi-sector action.



611. The complexity of amalgamating sufficient land for development and redevelopment in Auckland is a challenge, which will require a significant institutional response. The creation of urban development authorities, or similar vehicles with adequate legislative powers, could assist with land amalgamation. Several international examples illustrate the positive impact that urban development authorities and land agencies⁶⁰ can make. There are several different models, with a range and mix of functions and powers, which may be relevant and adaptable to Auckland.

612. The Auckland Council influences housing supply through its planning, regulatory and consenting processes. For developers, the loss of equity and profit caused through delays can be more costly than the fees themselves. Time and costs across the entire development process need to be looked at. Processes can be streamlined to increase certainty around cost and timing. The Auckland Council could move to outcomes-based consenting and other incentives for development in existing urban areas, and zone land for development in new growth areas.

613. A Housing Strategic Action Plan will introduce actions to increase supply. They are to:

- ▶ establish urban development authorities or similar, and collaborate with central government and the private sector on the identification, assembling and releasing of large tracts of land
- ▶ review all policy, planning, regulatory and assessment processes to provide a simplified, speedier, 'end-to-end' planning regime
- ▶ fast-track developments, and/or mitigate development contributions and consent fees, for developments that increase the supply of a particular type of housing or ease overcrowding in targeted areas
- ▶ provide density bonuses as an incentive for intensification
- ▶ investigate auctioning rights to develop land, promoting competition between developers/land owners, (to reduce the uncertainty associated with development and reduce overall costs), and create a mechanism for an ordered release of land.

⁶⁰ The Grattan Institute has evaluated several examples of agencies which have successfully encouraged private development in areas of urban renewal in Australia, which may also be relevant to Auckland. This involves both central and local government. Grattan Institute Getting the Housing We Want 2011.

DIRECTIVE 11.1

Develop and deliver on a multi-sector Housing Strategic Action Plan to achieve the required increase in housing supply, including options to increase affordable housing supply for first home buyers.

614. New Zealand's building industry is small-scale and fragmented, with a lot of bespoke (one-off) design, construction skills shortages, and low productivity.⁶¹ All these factors impact on supply and house prices. Innovative approaches to improve the efficiency and speed of house construction (as recommended by the Productivity Commission) need immediate investigation and action, along with the encouragement of innovative building techniques and systems, such as well-designed, prefabricated modular housing.

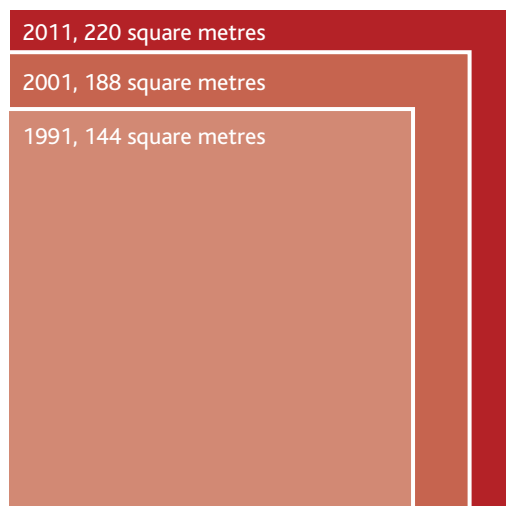
615. The Auckland Council will work with the Productivity Partnership, a partnership between central government and the building and construction sector, which is supported by the Department of Building and Housing. The partnership aims to deliver longer-term improvements in skills and greater productivity. A 20% increase in productivity in the building and construction sector would boost annual GDP by around 2%, or more than \$3 billion per year. In the medium term, this work is expected to support change within the industry, and a move to larger companies doing more standardised volume work, with fewer smaller companies doing the higher-end, commissioned work. This should increase productivity, reduce regulatory and building costs, and deliver better quality, more affordable buildings.

DIRECTIVE 11.2

Improve access to first home ownership through advocacy by Auckland Council to central government.

PRIORITY 2 INCREASE HOUSING CHOICE TO MEET DIVERSE PREFERENCES AND NEEDS

FIGURE 11.1 CHANGE IN AVERAGE SIZE OF STAND-ALONE DWELLINGS



616. Auckland's households, families and communities are increasingly diverse. Housing must cater for different life stages, cultures and families/whānau of different sizes and types. Ideally, the mix of housing in a neighbourhood should allow people the choice of a suitable dwelling within the same community as they move through different life stages.

617. At the moment, Auckland has a considerable mismatch between the available housing stock and people's needs, preferences and ability to pay.

618. Although the average household size has decreased, the size of a typical Auckland home is getting bigger (see **Figure 11.1**). Between 1991 and 2011, the average dwelling size (excluding apartments and flats) increased by 35% from 144m² to 220m² in floor area.

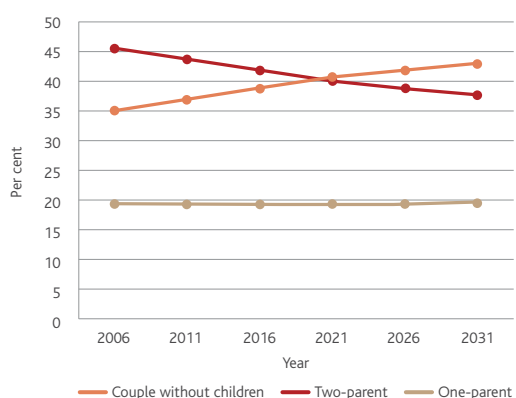
619. In the 1960s, 70% of homes had three bedrooms; since 2000, new homes are more likely to have four bedrooms, and 10% have five bedrooms or more.

* Source of data is Auckland Council consents for stand-alone housing. This does not include flats and apartments because the data is not available on an individual unit basis.

620. The average New Zealand house is now slightly bigger than its North American equivalent, is second in size only to the Australian average house, and is more than twice the size of houses in many European countries. Over two thirds of Auckland's current housing stock has three bedrooms or more, although nearly half of all households now consist of only one or two people. Larger houses also reflect changing social trends, such as the need for space within homes for technology, home office space, and storage. Currently expectations exceed households' ability to pay. However, there are signs that expectations are changing.

621. Family types will continue to change over the next 30 years (see **Figure 11.2**). There will be a greater proportion of couples without children, and a smaller proportion of two-parent families with children. At the same time, there is growing demand for houses with more bedrooms for larger, or extended families. For some families this is a cultural preference or personal choice; for others, it is a result of low incomes and the inability to afford suitable housing. In the 2006 census, 15.7% of Auckland's population was living in housing that required one or more additional bedrooms – a total of 190,017 people, of whom one third were children under 14 years.

FIGURE 11.2
HOUSEHOLD PROJECTIONS –
FAMILY TYPES



Source: Statistics NZ Family type projections for Auckland (medium series)

622. Currently, persons with disabilities and their families and carers have very little housing choice. There is little purpose-built, accessible accommodation beyond that provided by social housing providers, and adaptations are difficult and expensive. Housing incorporating universal design principles should be part of the mix of typologies within neighbourhoods, to provide choice and inclusion for persons with disabilities.

623. Faced with limited options, many households are forced to make a series of trade-offs in their choice of housing. Recent research has identified the most important choice factors as family needs and commitments, social networks, access to employment, affordability, and quality.

624. For example, families and older people generally prefer to stay in or return to established neighbourhoods where family connections are a priority. They might trade size and amenity of a house for affordability and home ownership, or to be in a particular school zone. Some older people might trade size for a low-maintenance dwelling; others will prefer a larger house where family can stay over and they can have a garden. Persons with disabilities and their families may trade an accessible dwelling for access to transport, education and support services.

625. More research is needed on trends in housing preferences and trade-offs. Our current knowledge reinforces the need for flexibility and a range of housing choice within neighbourhoods, along with access to transport, employment, shops, parks and amenities. This means households have to make fewer trade-offs in their housing choices (see Chapter 1: Auckland's People, and Chapter 10: Urban Auckland)



626_ At present there is a limited but growing market for intensified housing. The reasons for this include the traditional New Zealand preference for detached homes, expectations of the size of housing that far exceed incomes, and examples of poorly designed apartments, especially in the CBD.⁶² Another major obstacle is that trading banks do not typically lend above 70% on unit-titled residential housing, such as apartments and terrace houses. This is partly because banking covenants (when banks borrow from other banks) generally prohibit loan-to-equity ratios greater than 70%, unless the bank (as the lender) can insure the risk part of the mortgage – which is anything above the 70% threshold. This is possible on fee-simple titles, but not unit-titled housing: insurance companies will not insure mortgages over 70%, so the banks cannot lend above this threshold. This makes it harder to borrow for a multi-unit title property, reinforcing the market for stand-alone homes and pushing up prices for fee-simple titled, stand-alone homes.⁶³

627_ However, recent research by the Centre for Housing Research Aotearoa New Zealand (CHRANZ) found that people living in medium-density developments were generally satisfied with their homes and lifestyles. This is also largely true for residents of retirement villages in well-designed, medium-density, high-amenity living. This type of housing might become a preferred option for older people if they choose to downsize within their neighbourhood. Regulatory policies (such as those in the Unitary Plan) can ensure the appropriate location of retirement villages.



Hobsonville Point

Hobsonville Point, being developed by the Hobsonville Land Company (a Crown entity), includes examples of well-designed, energy-efficient, smaller dwellings (2 bedrooms) selling for under \$400,000 (2012). Hobsonville Point shows that people are prepared to accept more affordable, attached, intensified houses, as long as these houses are well-designed, and the area has high amenity, and a range of housing types and values. This type of housing could provide entry to home ownership.

628. New Zealand's development and building industry is still feeling the impact of the recent global financial crises. Banks remain reluctant to lend to small-scale New Zealand developers and builders with small profit margins, and will not finance speculative building or buying 'off-the-plan'. This reinforces the practice of building low-risk, high-value, large homes, and restrains innovative design. The Auckland Council, central government or a development agency could work with a private developer and encourage innovation in the market, by providing examples of smaller, cheaper, well-designed, energy-efficient homes.

DIRECTIVE 11.3

Encourage a mix of dwelling types within neighbourhoods across Auckland, to reflect changing demographics, family structures and age groups.

PRIORITY 3 IMPROVE THE QUALITY OF EXISTING AND NEW HOUSING

629_ Well-designed and well-constructed housing is critical for people's well-being, not just for aesthetic and environmental reasons. As well as being safe, warm and dry, housing must provide a reasonable level of privacy (both visual and acoustic). Housing is one of the key determinants of health and there is a strong link between asthma and respiratory and contagious illness, and damp, poorly ventilated homes. (See Chapter 1: Auckland's People)

630_ Most of today's housing stock will make up over half of Auckland's housing in 2040. There are about 432,000 inadequately insulated homes within the Auckland area.* New Zealand's housing stock is poorly insulated and difficult to heat, which is why the recent government programme Warm Up New Zealand was available to all income groups. The fuel and energy costs required to heat houses to acceptable temperatures can be particularly high for lower-income households. Those on the lowest incomes pay the greatest proportion of their income – almost 13% – on household energy.

631_ Most landlords in Auckland are private individuals and the quality of the rental housing stock varies greatly. Rental stock includes boarding houses and caravan parks. Boarding houses provide an essential service, but some offer sub-standard accommodation for vulnerable tenants, who are often either unable or unwilling to exercise their legal rights. The Auckland Council, with other parties, will explore the possibility of legislative, regulatory or voluntary measures, such as a 'warrant of fitness' scheme, in order to improve the quality of private rental housing.

632_ Well-designed and -constructed housing – sited to capture sun, and incorporating high-efficiency/low-emitting heating methods and solar water heating, high insulation standards, and efficient use of space – has definite benefits for households, such as better health and lower running costs. Sustainable design also has wider benefits, including improved air quality and greater energy efficiency, which in turn reduce greenhouse gas emissions.

* 294,000 houses in Auckland were built before 1979 – the first full year in which insulation was mandatory, and a further 138,000 were built between 1979 and 2000 – a period during which insulation standards were poor.



633. There is some concern that requiring more sustainable, energy-efficient dwellings may result in even higher house prices. However, Beacon Pathway pilot projects have shown it is possible for a dwelling to use less energy and water, to have a healthy indoor environment, to cost less to run, to use environmentally sustainable products and materials, and still be affordable. There are many examples of successful innovation in energy efficiency and higher-density affordable housing in Germany, Sweden and the United Kingdom.

634. The Auckland Council will therefore incentivise development that follows best practice urban design and environmental design principles. (See Chapter 10: Urban Auckland)

DIRECTIVE 11.4

Encourage and incentivise retrofitting of existing housing stock, and require new housing to be sited and designed to meet best practice urban design and sustainable housing principles.

PRIORITY

4 IMPROVE HOUSING AFFORDABILITY AND THE SUPPLY OF AFFORDABLE HOUSING

BOX 11.1 HOUSING DEFINITIONS

635. Generally, something is considered affordable if it can be paid for without difficulty by an individual or household. On this basis, housing affordability is a critical problem for Auckland, evident in widespread and persistent overcrowding* and an escalating shortage of housing accessible to people on low and modest incomes. Over the last 20 years, house prices in Auckland have increased at a greater rate than household incomes. Many OECD countries have experienced similar patterns. Housing expectations in terms of size, quality and location have also increased faster than household incomes. The problem will worsen if, as projected, there is increasing demand for housing and a continuing shortfall in supply. Overall (aggregate) housing affordability and affordable housing, require different types of actions (see Box 11.1). Multi-sector collaboration is required to achieve housing affordability.

Housing affordability

This is an aggregate term, referring to a household's capacity to pay to rent or purchase a home without difficulty. Several factors influence affordability including:

Supply side:

- ▶ land supply and cost of land
- ▶ cost of building materials
- ▶ development cost
- ▶ construction costs
- ▶ the limited capacity of the building and construction industry to produce sufficient housing
- ▶ the economics of housing development of different types in different locations.

Demand side:

- ▶ gap between household income and cost of buying or renting a house
- ▶ restricted access to debt finance
- ▶ changed social and economic context, such as student loan debt
- ▶ an Accommodation Supplement that has not kept up with housing costs.

Affordable housing

New Zealand has no legislative or regulatory definition of affordable housing, but the term is generally used to refer to low- to moderate-income households requiring some form of assistance (a subsidy or intervention).

Affordable housing is usually targeted at those in household income bands from 80% to 120% of the median household income (MHI), who are not eligible for social housing but still need assistance to either secure home ownership or a long-term rental in the market. (In 2012 the MHI in Auckland is approximately \$72,000).

Affordable living

"...encompasses the costs of accessibility to work, schools, friends and family – recreation, both by way of the trade-offs households might have to make between dwelling location and transport costs, and in terms of the total demands housing and transport jointly make on household incomes" (Productivity Commission)

Social housing

Subsidised rental housing for people who are on the lowest incomes, unable to pay private market rates and unlikely to be able to own their home; or people who are vulnerable and /or have special needs. Social housing includes emergency housing, refuges, and supported group homes. Currently, the vast majority of social housing is provided by HNZA and is usually referred to as state housing. Social housing is also provided (to a much lesser extent) by Auckland Council (Housing for Older People) and the community housing sector.

* The Canadian Crowding Index is used as it is sensitive to both household size and composition. The measure sets a bedroom requirement for households based on precise criteria. The Index does not take into account whether

individuals or families perceive themselves to live in crowded housing. Perceptions of crowding are likely to vary, dependent on a number of factors, including cultural and social expectations.

FIGURE 11.3
HOUSEHOLD PROJECTIONS –
FAMILY TYPES

636_ Aucklanders on average spend a higher proportion of their income on housing than New Zealanders in any other region. There is no single measure of housing affordability in New Zealand, but one internationally used measure is that housing is unaffordable if housing costs make up more than 30% of a household's gross income (see **Figure 11.3**). Applying this measure to Auckland households gives a sense of the magnitude of the housing affordability problem in Auckland, especially for low- to moderate-income households who are renting.*

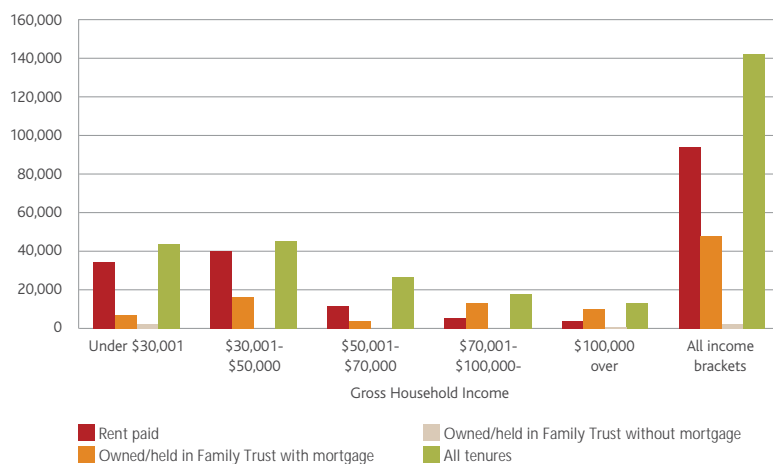
637_ These graphs illustrate that about 28% of all households pay more than 30% of their gross income on housing, and that the problem is considerably worse for certain types of households. Specifically:

- ▶ 45% of rental households pay more than 30% of their gross income on housing costs
- ▶ as household income reduces, households are more likely to pay more than 30% of their gross household income on basic housing costs
- ▶ as many as 85,000 rental households earning less than \$70,000, pay more than 30% on their housing costs
- ▶ of households in the \$50,000-\$70,000 band who own a home with a mortgage, 60% pay more than 30% of their income on housing costs.

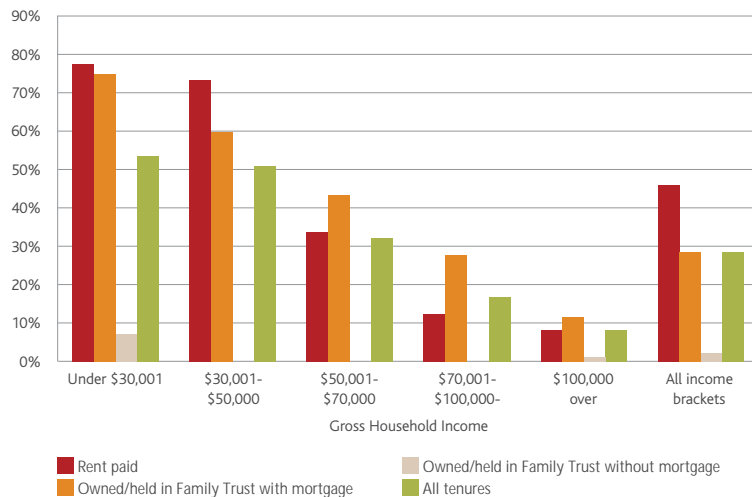
638_ A way of illustrating the size of the housing problem spatially is by applying the Median Multiple Measure (MMM) Housing Affordability in Auckland. The MMM takes the annual Median Household Income (MHI) and divides it by the Median House Price to obtain a measure of dwelling affordability relative to annual MHI. It is generally agreed that if the Median House Price is less than three times the annual MHI, it is 'affordable'. If the Median House Price is more than three times the annual MHI, it is considered 'unaffordable'. **Map 11.1** shows housing affordability in Auckland. For Median House Price, average capital values in 2006 have been used as a proxy and annual MHI figures are from the 2006 census. In 2006, the annual MHI was approximately \$64,000 – in 2012 annual MHI is approximately \$72,000.

* Note Household Economic Survey's limitations with small samples only providing rough estimates.

Number of Households spending 30% or more of gross income on housing costs**, by Gross Household Income Bracket and Tenure, 2009-2010 Household Economic Survey (Statistics NZ)



Per cent of Households spending 30% or more of gross income on housing costs**, by Gross Household Income Bracket and Tenure, 2009-2010 Household Economic Survey (Statistics NZ)



**39 selected HES expenditure categories



639_ Map 11.1 clearly shows that, in most areas, housing is unaffordable for people on the MHI of the area. So although there are areas where housing is less expensive, it is still unaffordable for the median income households in those areas. The areas shaded in light brown are unaffordable, and those in red are very unaffordable for local households on the MHI. There are no shaded areas in yellow, which means that there are no affordable areas for local households on the MHI based on the data available. Grey hatching indicates areas where MHI is more than \$100,000 and the ratio of affordability cannot be accurately calculated because of the way data is collected. However, some households in this category will also find their local area unaffordable.

640_ For example, two employed people want to buy a house in the area where they have grown up. One is a qualified early childhood care worker with a salary of \$45,000 p.a. and the other is a carer for older people working part-time, on a salary of \$20,000 p.a. Their combined household income is \$65,000. They want to buy a 3-bedroom house as they have three children. To economise on space, two children will share a bedroom. However, a house price in the lower quartile in this area is approximately \$350,000 to \$400,000, which is more than four times their combined income, and they would need a deposit of \$60,000.

641_ Similarly, a nurse earning \$80,000 and his/her partner are looking for a 2-bedroom dwelling (as they want to start a family), near the hospital because of shift work. The value of the dwelling could be \$500,000; more than six times the nurse's salary, and would require a deposit of \$100,000.

642_ Another way to look at housing affordability is to consider the number of people in paid employment trying to buy their first home. In Auckland, it has become more difficult to buy a home in the lowest quartile of house prices, when one or even two people are in paid employment. Research on the Auckland Region Housing Market showed that between 1996 and 2009, the number of people in paid employment unable to buy a home in the lowest quartile more than doubled, from 36,720 households to 77,110.⁶⁴ This was measured when lending criteria included a 10% deposit. Now, the deposit required has increased to 20%, making home ownership even more difficult. If we apply the Median Multiple Measure to the number of projected households in Auckland, the housing problem will worsen. Table 11.1 illustrates household incomes and housing affordability from the 2006 census.*

* See Table 11.1 note

**MAP 11.1 HOUSING AFFORDABILITY
- USING THE MEDIAN MULTIPLE
MEASURE (2006 CAPITAL VALUES)**

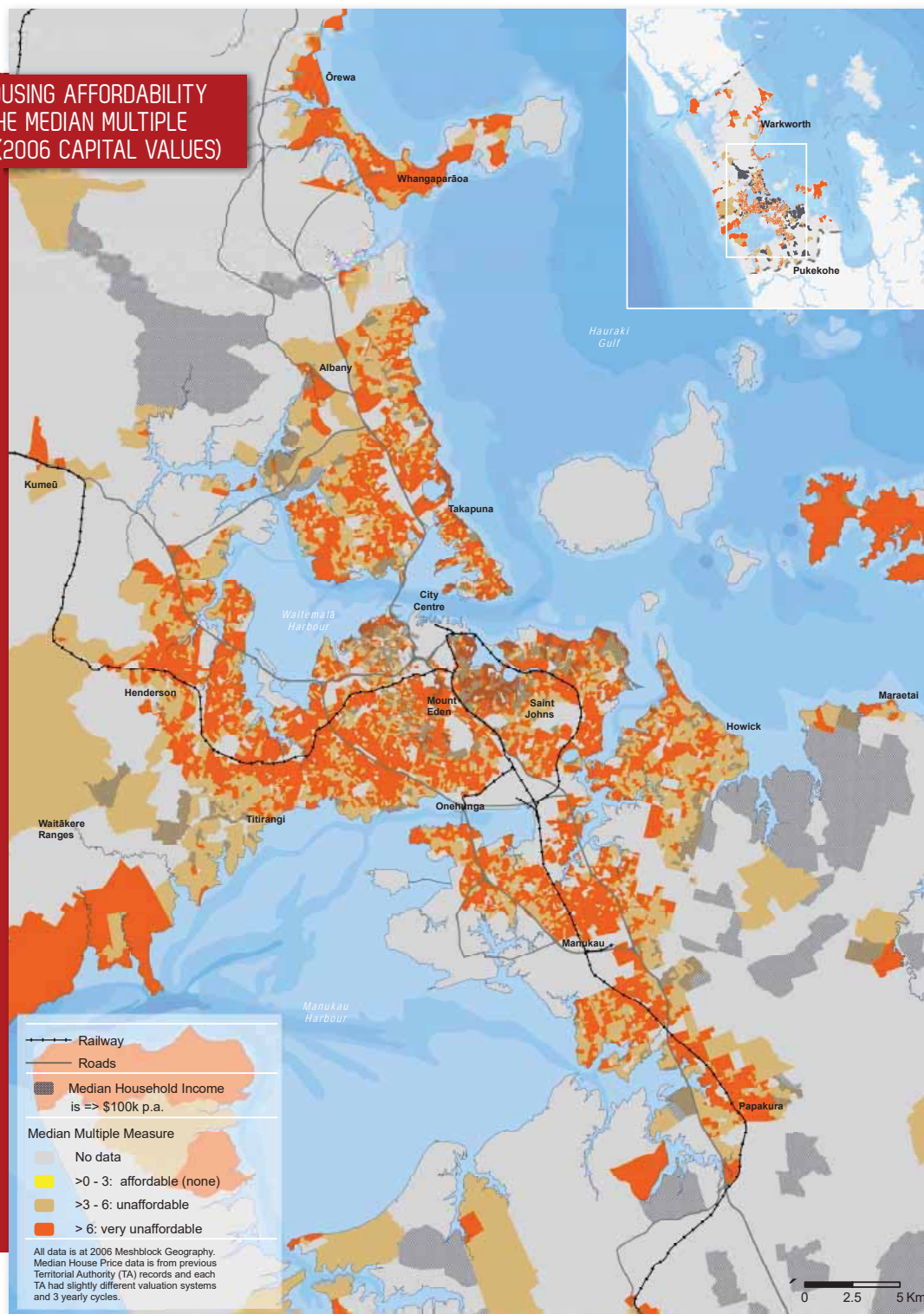


TABLE 11.1 INCOME AND HOUSING AFFORDABILITY FOR THE AUCKLAND REGION – USING MEDIAN MULTIPLE MEASURE*

Income Band (2006) Households	Assumed Income Mid-point (2010)	Share of Households	House Price to Income Ratio of 4
\$20,000 or Less	\$16,500	14%	\$66,000
\$20,001 - \$30,000	\$27,500	10%	\$110,000
\$30,001 - \$50,000	\$44,000	17%	\$176,000
\$50,001 - \$70,000	\$66,000	15%	\$264,000
\$70,001 - \$100,000	\$93,500	17%	\$374,000
\$100,001 or More	\$143,000	28%	\$572,000

643_ This analysis indicates that if future households have a similar income profile to households in 2006, then of the 400,000 future households in 2040, only about 30% will be able to afford a house over \$400,000 (in 2011 dollar terms). Another 30% will need a house in the \$275,000 to \$375,000 price range. There will be 40% who probably cannot afford to buy a house, but will need affordable rental accommodation. This would mean that:

Additional households which would need a home in the \$275,000 – \$375,000 price range	120,000
Additional households which would need an affordable place to rent, because they are not able to buy a home	160,000

644_ Current median-priced homes are in the order of \$450,000. A substantial number of dwellings need to be offered in the mid-priced range, if housing affordability is to be improved. This analysis provides only estimates, but it does give a strong signal of the severity of the problem in Auckland. The Auckland Region Housing Market Assessment Report also concluded that even households earning the median household income are being locked out of home ownership⁶⁵. This indicates that households which fall within the band of 80% to 120% of the median household income, are likely to need some sort of subsidised home ownership. The private sector undertakes the vast majority of housing development in Auckland, and this is appropriate. However, given these figures, and the depressed state of the development and construction sector at present, it is clear that public action will be required to encourage developers to build affordable homes within mixed tenure, mixed income communities.

645_ Between 1991 and 2006 home ownership in Auckland declined from 74% to 64%. This decrease is similar to the figures for all New Zealand, which fell from 74% to 67% over the same period. Rates of home ownership are much lower for Pacific people and Māori than other groups: in 2006, 25.8% of Māori and 21% of Pacific people in Auckland owned, or partly owned, their own homes compared to 55.8% of Europeans and 36.7% of Asians.** Although more people are choosing to rent long term, home ownership remains part of the New Zealand culture; it is an important barometer of household wealth creation, savings, standard of living in retirement, and intergenerational wealth. In New Zealand, investment in housing has proved a particularly attractive alternative to the share market (see Figure 11.4).



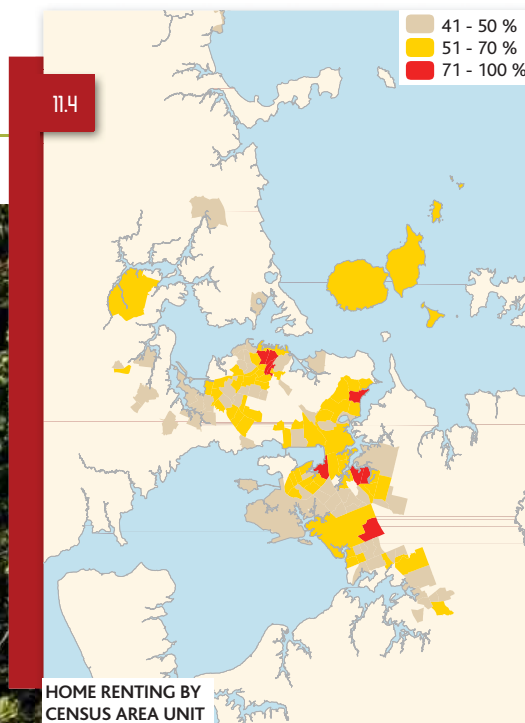
* The first column is 2006 data on income bands from the census.
 • The second column is the 2006 income data updated approximately to 2010 figures.
 • The third column is the per cent of households in each income band, according to the 2006 distribution of households.

• The final column is the maximum house price that the various household bands could buy at a house price to income ratio of four (normally house price to income ratio of three is considered affordable), based on the 2010 income figures.

** These figures are for individuals, not households.



FIGURE 11.4 PERCENTAGE OF HOME RENTING BY CENSUS AREA UNIT



646_ The rental market does not currently provide the security and amenity households need. On average, tenants move every 2 years compared with every 5-6 years for home owners. This is costly and can adversely affect health, schooling, and work. Legislation, subsidies and other mechanisms should be explored to encourage large-scale rental investors to offer longer tenure options for rental accommodation.

647_ The shortage of social housing for the most vulnerable is also a serious issue. The official New Zealand definition (Statistics NZ) of 'homelessness' includes rough sleepers, people moving between temporary shelters (such as refuges, or the homes of friends and relatives), people in caravan parks, and people living in temporary accommodation without their own bathroom or kitchen. There are about 160 to 320 rough sleepers in the city centre. There is a serious lack of emergency housing in Auckland, especially for women, young people and Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI) people. This gap must be filled, to ensure adequate emergency housing across all population groups. More urgent, multi-agency collaboration is required, such as the Auckland Homeless Action Plan, in which the Auckland Council is a partner. The Council will seek central government support in dealing with homelessness and in adequately resourcing agencies dealing locally with homelessness issues.



648_ Given this situation, state housing (social housing provided by central government through Housing New Zealand Corporation (HNZC)), plays a critical role. HNZC is the major provider of social housing, and a significant landlord in Auckland with around 30,600 properties. Over the next 5 years, HNZC intends to buy, lease, and sell properties in areas of high demand and reduce the concentration of state housing in areas of lower demand. Auckland, particularly the south, is acknowledged as an area of high demand. HNZC intends to add up to 1,400 new state homes in Auckland in the next 5 years. This is welcome. However, given the current and future scale of the housing crisis in Auckland, a much larger increase in social housing is required. The Auckland Council also supports decentralised, community-based HNZC support services as a vital service for HNZC tenants and others in housing need. These services should be part of a network of community hubs (see Chapter 1: Auckland's People).

649_ The community housing or 'third' sector is still very small in New Zealand. Generally this sector has focused on the households HNZC cannot accommodate, the most vulnerable, and those with special needs. However, this sector could be a major provider of affordable housing.

650_ Recently, central government established the Social Housing Unit, which is responsible for investing in social housing projects and building the capacity of the community housing sector. Its aim is to create a more diverse and responsive sector, and increase the pool of affordable homes provided by that sector.⁶⁶ This is in recognition of the community housing sector's potential to be a major provider of affordable housing. There are many models overseas of shared equity schemes and other forms of assisted home ownership delivered through the community sector. The New Zealand Housing Foundation has a successful social enterprise model, making housing affordable for low- to median-income households in a sustainable way.



BOX 11.2 TĀMAKI TRANSFORMATION PROGRAMME

The Tāmaki Transformation Programme (TTP), led by a joint initiative involving central government, the Auckland Council and the local community, began as an opportunity for community renewal through the modernisation and redevelopment of state housing stock in Tāmaki (broadly comprising the suburbs of Glen Innes, Point England and Panmure).

The Tāmaki population of approximately 17,000 is projected to grow to 26,000 by 2031. There are 5,000 households, of which Housing New Zealand Corporation (HNZC) owns 56% of the housing stock.

The TTP is a 15- to 20-year regeneration initiative aimed at transforming Tāmaki into a thriving, prosperous place to live. Goals include increasing the number of houses, reducing high unemployment, and raising educational levels, skills and income.

The Government, together with Auckland Council, has established an Interim Tāmaki Transformation Board (ITTB) and is working to set up an urban regeneration development entity (URDE). The Tāmaki area is an ideal location for intensification: it is close to Auckland's CBD (13km), has good accessibility to the eastern railway line, is near the Tāmaki Estuary, and has many single dwellings on large sections that could be redeveloped.

It is envisaged that over 20 years an URDE could almost double the number of housing units through optimising land use and existing housing stock, and private housing development. The number of social housing units would not reduce, but could be managed by HNZC and third sector providers. A number of broader social outcomes could be delivered. The URDE would be actively involved in economic development and support Tāmaki residents to obtain skills, knowledge and employment opportunities, and dramatically reduce benefit dependency.

The TTP could be a model for other regeneration initiatives in Auckland over the 30-year life of this Plan.

651. The Auckland Council has land holdings across Auckland, which can be leveraged in different ways to improve affordability. The Council already directly provides 1,480 units of social housing for low-income, older people, and regards facilitating affordable housing as part of its mandate. Through the Housing Strategic Action Plan, the Council intends to increase its own housing stock and, in consultation with partners, will adopt a 30-year target for new council housing.

652. There is significant scope for the Auckland Council to work with central government and other agencies to increase the supply of housing for low-income people and develop more mixed tenure, mixed income communities. The Tāmaki Transformation Project (see **Box 11.2**), an initiative of urban regeneration integrated with economic and social development, is one of several potential models for other areas that may not be attractive to the market without intervention. However, the well-being and stability of existing communities must be protected during redevelopment, by tenants being relocated within their own communities, where possible.

BOX 11.3 PRINCIPAL TOOLS AVAILABLE TO THE AUCKLAND COUNCIL TO IMPROVE HOUSING AFFORDABILITY

Land and assets

Some options being considered are:

- ▶ leveraging Auckland Council-owned land and assets through partnerships, joint ventures and similar participation in redevelopment authorities
- ▶ leasing
- ▶ selling
- ▶ Council-led development.

Planning and regulation

In addition to providing sufficient unconstrained development capacity, options include:

- ▶ reviewing regulatory and assessment processes to provide a simplified, speedier and less costly consent process
- ▶ through the Unitary Plan and Local Area Plans, requiring developments to provide a mix of dwelling sizes and types
- ▶ fast-tracking developments and/or mitigating development contributions and consent fees for developments to increase the supply of a particular type of housing, or ease overcrowding in targeted areas
- ▶ providing density bonuses as an incentive for affordable housing
- ▶ auctioning of development rights to landowners. This would reduce the uncertainty associated with development, and therefore reduce overall costs, and create a mechanism for an ordered release of land*
- ▶ considering other options such as betterment levies, which capture for the community a proportion of the uplift in value that accrues to individual developers as a result of a change of use or development. Local or central government could choose to assign a proportion or all of the revenue collected to subsidise affordable housing; in the same way, it could decide to assign the revenue raised to another community good.

653_ The Auckland Council is exploring how it can use land and other assets as a catalyst for partnerships that could increase the supply and choice of affordable housing. The Council also has a range of planning and regulatory tools it is examining to determine the impact they have on housing affordability. (See **Box 11.3**).

654_ The quality compact urban form established in this Plan should increase overall affordability through higher-density living, better use of land and economies of scale, reduced construction costs, and targeting house sizes more directly to the households requiring them. It can also reduce transport costs by making public transport connections easier, and encouraging mixed-use development that co-locates housing and jobs (see Chapter 10: Urban Auckland).

655_ An overall increase in housing which outstrips any increase in numbers of households, or an increase in land supply or overall decrease in construction costs, is likely to lower overall housing prices over time. For example, a \$700,000 house might be reduced to \$600,000. However, this will not help the 32% of Auckland households who can only afford to buy a house in the \$264-\$374,000 price range (for 2010 prices see **Table 11.1**). They would still be unable to purchase a home or finance the ongoing housing costs, as they could not save the required deposit or secure a mortgage. Ways must be found to significantly reduce development and construction costs and significantly increase the supply of housing in the \$260,000 to \$375,000 range; for example, reducing construction times and providing small lots with strict guidelines for well-designed, smaller housing.

DIRECTIVE 11.5

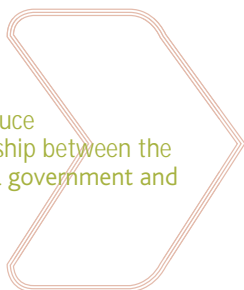
Auckland Council commits to working with others to urgently investigate and use the whole range of possible housing development vehicles, policy and regulatory tools, that would increase the supply of affordable housing in Auckland.

* There is precedence for land auctioning in the Resource Management Act (1991) where Part VII of the Act details a coastal tendering process for the release of coastal land for development

656_ The Auckland Council will urgently develop a Housing Strategic Action Plan to deliver the high-level directions on housing in the Auckland Plan. The Auckland Council will actively explore all the mechanisms within its statutory mandate that will contribute to increasing the supply of affordable housing and improve housing affordability. This will require collaboration with central government, the development sector, the community housing sector, iwi and others to develop practical solutions. The Council will advocate to central government to improve access to first home ownership.

DIRECTIVE 11.6

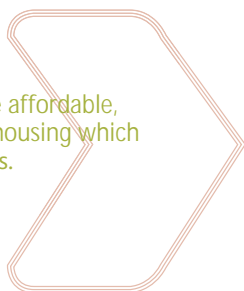
Explore all options to reduce homelessness, in partnership between the Auckland Council, central government and the community sector.



657_ An increase in the supply of affordable and social housing will benefit Māori, who feature disproportionately in lower-income brackets, and as state housing tenants. However, establishing papakāinga, including housing, is an important cultural aspiration for iwi. (see Chapter 2: Auckland's Māori). All parties must work together to remove barriers and support the development of papakāinga, including papakāinga housing, on both traditional and non-traditional Māori land and general land.

DIRECTIVE 11.7

Support Maori to achieve affordable, healthy and sustainable housing which meets their specific needs.



658_ Pacific peoples are also amongst the lowest income groups. They often live in extended families, and have the highest incidence of overcrowding. They also make up a significant proportion of state housing tenants. The adverse impacts on health, education and family well-being are well documented (see Chapter 1: Auckland's People). The former HNZN Healthy Housing programme particularly benefited Pacific peoples, as it built, converted or extended homes to provide more bedrooms and communal areas for larger families. The principles of the project, and Pacific design, should continue to be reflected in HNZN's new buildings and renovations, and be encouraged in the private sector. The Auckland Council will also investigate solutions such as minor household units or modular housing, to ease overcrowding and increase choice. To date, government home ownership schemes have had limited success with Pacific communities. Home financing schemes also need to be flexible and culturally appropriate for Pacific peoples.

DIRECTIVE 11.8

Increase housing supply and choice that meets Pacific people's specific needs.



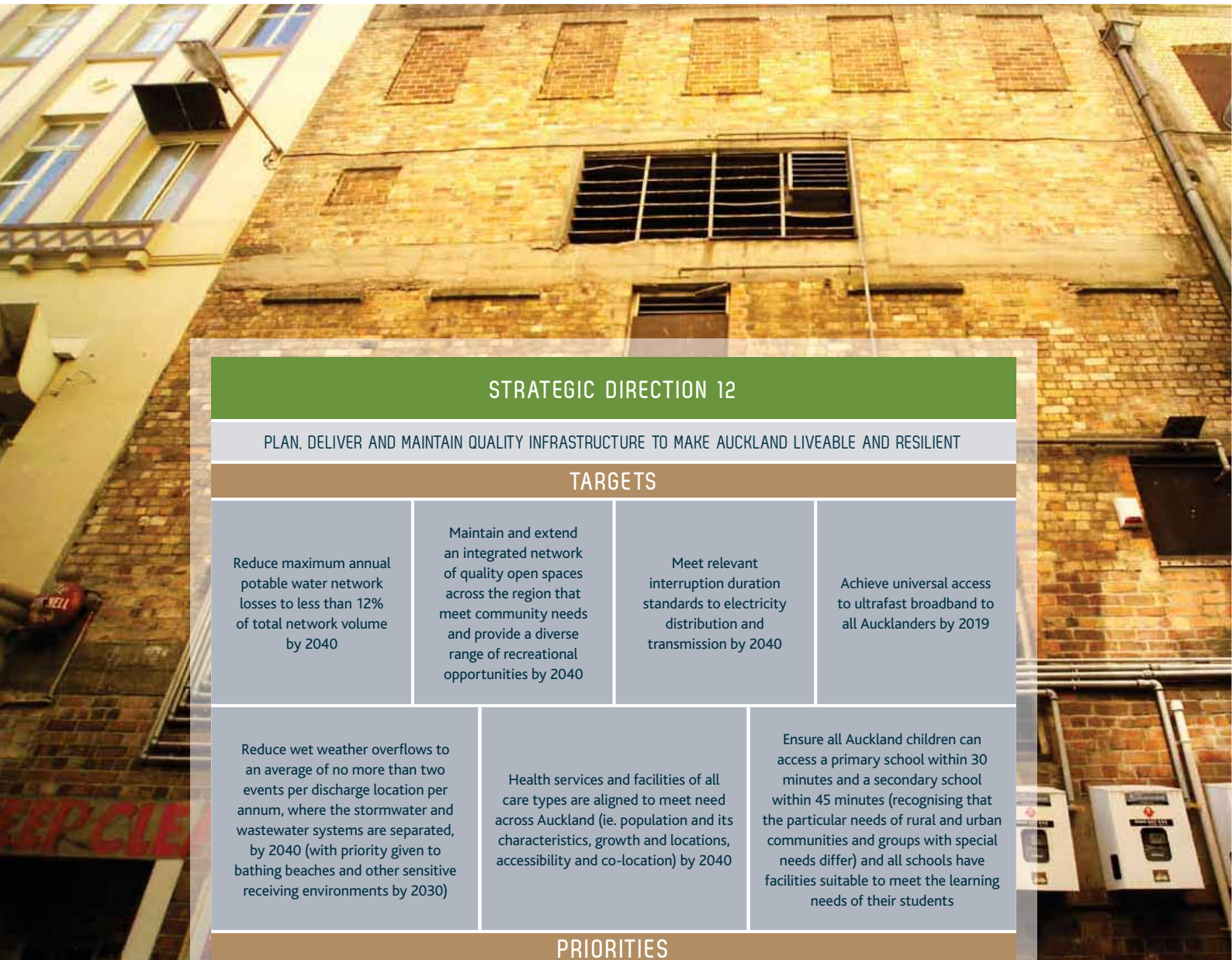
CHAPTER 12

AUCKLAND'S PHYSICAL & SOCIAL INFRASTRUCTURE



UPOKO 12 - NGĀ POU WHAKAHAERE O TĀMAKI MAKĀURAU





AUCKLAND EXPECTS THAT THE QUALITY AND EFFECTIVENESS OF ITS INFRASTRUCTURE WILL BE IMPROVED AS THE POPULATION INCREASES, THROUGH ENHANCED EFFICIENCY AND PRUDENT INVESTMENT.

KO TE ARO WHAKAARO O TĀMĀKI MAKĀURĀU, KA PAI, KA WHAI TIKANGA AKE ŌNA POUPOU WHAKAHAERE KA PIKI ANA TE RAHI O TE IWI, MĀ TE HĀNGAI TONU O NGĀ TIKANGA MAHI ME TE TŪPATO O ANA MAHI TŌPŪ RAWA.



659_ Infrastructure is critical to the economic, social, environmental and cultural well-being of Aucklanders, and its performance is essential to realising the vision of Auckland as the world's most liveable city. From fast and efficient public transport services delivering the Auckland of the future, to fundamental water services delivering a basic human right; from public libraries providing local communities with access to knowledge, to ports and airports connecting Auckland to the world; infrastructure is the platform upon which Auckland is built.

660_ The 2011 National Infrastructure Plan defines infrastructure as: "the fixed, long-lived structures that facilitate the production of goods and services and underpin many aspects of quality of life. 'Infrastructure' refers to physical networks, principally transport, water, energy and communications".⁶⁷

661_ In addition, the first National Infrastructure Plan (in 2010) records government's investments across health, education and corrections services. At the national level, infrastructure can be understood as the structures (pipes, lines, access ways, cables and specialized facilities) that enable life in New Zealand.

662_ In Auckland, infrastructure refers to a broader range of services and includes investments in libraries, museums, and recreation and sports facilities. In addition, the public open space network is part of the publicly provided infrastructure.

663_ Auckland needs to function well, and infrastructure assists it to do so. Recent disasters in New Zealand and overseas have highlighted the critical importance of water, wastewater, and electricity provision for the resilience of a city. These disasters have also raised the importance of our emergency services (police, fire, ambulance and others) and the need to ensure adequate resources and sites for these services. Auckland, as the largest and fastest-growing metropolitan region in New Zealand, will account for more than 60% of New Zealand's growth over the next 30 years, which will impose on infrastructure demand. Underinvestment in infrastructure has been an issue for Auckland in the past, and significant funding gaps have been identified; this may deter international investment and hinder the achievement of the objectives set out in this Plan.⁶⁸

664_ Auckland's infrastructure is reliant on a variety of inter-regional links, including the metropolitan water supply taken from the Waikato River, the transmission of electricity via the National Grid, and the fuel pipeline from Marsden Point. Aucklanders are also reliant on the public open spaces and recreational opportunities provided in neighbouring regions. While inter-regional links support Auckland's well-being, it is also recognised that Auckland spans a number of vital infrastructure corridors between Northland and the wider North Island. This Plan recognises that decisions on infrastructure impact beyond Auckland's boundaries. **Map B.2** (see Section B: Auckland Now and into the Future) emphasises Auckland's key interdependencies and linkages with other regions within New Zealand, particularly the upper North Island, in relation to infrastructure and services (for example ports, transport, utilities, tourism). Interregional collaboration, through agreements and strategies such as the Upper North Island Strategic Alliance, offers an opportunity to integrate growth and infrastructure investment. This will also ensure the alignment of objectives, policies, development strategies and funding regimes in the Auckland Plan. Further discussion of these interregional links is provided in other chapters (see: Chapters 6: Auckland's Economy, 9: Rural Auckland, and 13: Auckland's Transport).

THIS PLAN PROVIDES THE OPPORTUNITY TO SYNTHESISE INVESTMENT IN INFRASTRUCTURE, SHARE INFORMATION, AND COORDINATE ACTIVITY SPATIALLY.

665_ The Auckland Council, along with central government, other agencies and the private sector, provides infrastructure and services for the city. Investment will be optimised if Auckland and central government align and complement each other. This Plan provides the opportunity to synthesise investment in infrastructure, share information, and coordinate activity spatially.

666_ This Chapter includes the following key elements of Auckland's infrastructure:

- ▶ water supply, wastewater and stormwater infrastructure (raw water sources and water treatment facilities, water supply distribution networks, wastewater collection networks, wastewater treatment plants, stormwater collection and disposal systems)
- ▶ energy (electricity generation, transmission, and distribution infrastructure, fuel networks and storage facilities)
- ▶ telecommunications (towers, exchanges, fibre optic cabling and overhead cabling)
- ▶ defence facilities – such as the Papakura Military Camp
- ▶ emergency services – such as the Regional Police Headquarters and Coastguard facilities
- ▶ social infrastructure (facilities provided by both central government and Auckland Council, including hospitals, courts, schools, sports and arts venues, libraries, museums)
- ▶ public open space (green [land], blue [marine] and grey [urban] public open spaces).

667_ This chapter refers to infrastructure covered in detail within other chapters as follows:

- ▶ transport – (including ports and airports) – discussed in Chapter 13: Auckland's Transport
- ▶ waste infrastructure (transfer stations and landfills) – discussed in Chapter 7: Auckland's Environment
- ▶ arts and cultural institutions and facilities – discussed in Chapter 3: Auckland's Arts and Culture.

668_ Further information on infrastructure investments for future Auckland-wide networks and the development of priority places is provided in Chapter 14: Implementation Framework.

669_ **Table 12.1** Shows some of the key agencies and bodies involved in the planning, funding and operating of infrastructure in Auckland.

TABLE 12.1 KEY AGENCIES INVOLVED IN DELIVERING INFRASTRUCTURE TO AUCKLAND

SECTOR	INFRASTRUCTURE	ROLE: PLAN, FUND, OPERATE	MAJOR ORGANISATIONS RESPONSIBLE	SECTOR	INFRASTRUCTURE	ROLE: PLAN, FUND, OPERATE	MAJOR ORGANISATIONS RESPONSIBLE
TRANSPORT (SEE CHAPTER 13)	State highways	P/F/O	New Zealand Transport Agency	SOCIAL AND COMMUNITY	Health	P/F/O	Ministry of Health
	Local roads/ streets (including cycleways and walkways)	Plan	Auckland Council Auckland Transport		Education	P/F/O	Ministry of Education
		Fund	New Zealand Transport Agency Auckland Council		Justice-courts	P/F/O	Ministry of Justice
		Operate	Auckland Transport		Justice-prisons	P/F/O	Department of Corrections
	Rail	P/F/O	Kiwirail		Social housing (see Chapter 11 Auckland's Housing)	Plan	Department of Building and Housing
	Public transport	Plan	Auckland Council Auckland Transport			Fund	Housing New Zealand
		Fund	Auckland Council Auckland Transport New Zealand Transport Agency			Operate	Housing New Zealand
		Operate	Auckland Transport		Libraries	P/F/O	Auckland Council
	Ports	P/F/O	Ports of Auckland		Museums	P/F/O	Auckland Council
	Airports	P/F/O	Auckland Airport New Zealand Defence Force Private operators		Public open space	Plan	Auckland Council Private landowners
WATER	Water supply	P/F/O	Watercare		Public open space Recreation facilities (including stadiums e.g. Eden Park)	Fund	Auckland Council Sport NZ Private operators
	Wastewater	P/F/O	Watercare			Operate	Auckland Council Department of Conservation
	Stormwater	Plan	Auckland Council			P/F/O	Auckland Council Department of Conservation
		Fund	Auckland Council			Waste	P/F/O
Operate		Auckland Council	Art galleries			P/F/O	Auckland Council Central Government
ENERGY	Electricity generation	P/F/O	Contact Genesis Mighty River Power Meridian		Marae	P/F/O	Iwi Auckland Council
	Electricity transmission	P/F/O	Transpower		Defence facilities (e.g. Devonport Naval Base)	P/F/O	New Zealand Defence Force
	Electricity distribution	P/F/O	Vector Counties Power	Emergency and rescue	P/F/O	Auckland Council Ministry of Civil Defence and Emergency Management New Zealand Defence Force private and Philanthropic sector	
	Natural gas transmission	P/F/O	Vector				
	Liquid fuels	P/F/O	Refining New Zealand Wiri Oil Services Ltd				
TELECOMMUNICATIONS	Fixed line-copper	P/F/O	Chorus TelstraClear Vector Counties Power				
	Mobile	P/F/O	Telecom Vodafone 2 Degrees TelstraClear				

THE AUCKLAND PLAN RECOGNISES THAT INFRASTRUCTURE INVESTMENT CAN GENERATE WIDER BENEFITS.

670_ Central government and Auckland Council are the principal investors in much of the infrastructure in Auckland, except for water supply and wastewater, which is funded through user tariffs. However, in future, other parties, including iwi (see Chapter 2: Auckland's Māori) and the private sector, are likely to play a critical role.

671_ As well, the Council regulates, designates, consents and monitors infrastructure development. It monitors the performance of infrastructure to ensure it meets the required standards. As the land-use planning agency for Auckland, the Council also determines the location of different activities, including infrastructure.

672_ By strategically planning the location, type and timing of infrastructure services, the Auckland Plan can promote the well-being of Aucklanders, lift productivity, and substantially progress the vision for 2040.

673_ The Auckland Plan recognises that infrastructure investment can generate wider benefits. Such investment is not simply a response to demand, but a tool to shape growth within the urban system. **Figure 12.1** demonstrates the role of different types of infrastructure in shaping urban form.

674_ The rapid advancement of new technology and the changing needs of Auckland's residents and businesses provide the opportunity to adopt new infrastructure technology, using both traditional centralised and reticulated networks, and possibly greater use of decentralised systems. The use of such new technology will affect future development decisions and Auckland's form.



675_ A sustainable approach to infrastructure planning focuses on developing a resilient Auckland that can adapt to change by building strong communities, and robust ecological systems, and by strengthening its economy. The Auckland Plan is premised on the development of a quality compact urban form. This approach makes better use of existing networks, and manages the demand for new infrastructure efficiently and equitably, ensuring that investment leads to the most effective outcomes for Auckland. The importance of ensuring resilient infrastructure was highlighted in the National Infrastructure Plan 2011, and recent natural hazard events (see Chapter 8: Auckland's Response to Climate Change).

676_ The Auckland Plan further recognizes that infrastructure investments are needed in some of Auckland's rural and coastal communities. The provision of upgraded or new infrastructure, including water-related assets; access to adequate energy resources (for example natural gas for horticulture users); and the rural broadband initiative, develops the rural economy, and allows for a range of lifestyle choices for residents. Further details regarding rural growth and development can be found in Chapter 9: Rural Auckland. Water quality and quantity limits (Chapter 7: Auckland's Environment) must be integrated into infrastructure investment decisions.

677_ In its infrastructure planning, Auckland Council will work to achieve Māori aspirations through increased partnership and active engagement in the delivery and supply of infrastructure. In particular, it will enable tangata whenua to participate in the co-management of natural resources, through potential relationship agreements, co-management and governance frameworks, and capacity building (see Chapters 2: Auckland's Māori, and 7: Auckland's Environment).

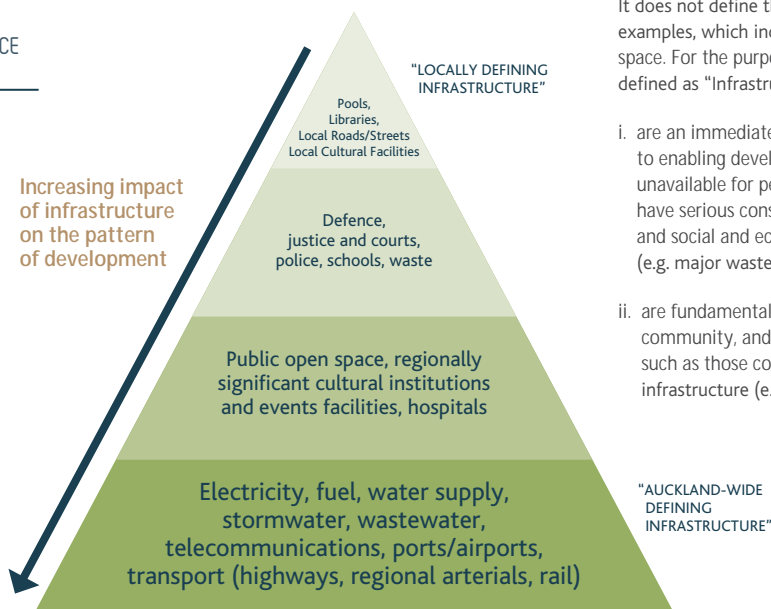
The scope and nature of infrastructure planning for the Auckland Plan

678_ The National Infrastructure Plan sets a nation-wide context for the provision of infrastructure, with the vision that by 2030, New Zealand's infrastructure is resilient, coordinated and contributes to economic growth and increased quality of life. It has two key principles: better use of existing infrastructure, and better allocation of future investment. These principles also guide Auckland's approach to infrastructure development.

679_ Section 79 of the Local Government (Auckland Council) Act (2009) directs the Council in the Auckland Plan to "identify the existing and future location and mix of critical infrastructure, services and investment within Auckland". It does not define the term 'critical', other than to give examples, which include social infrastructure and public open space. For the purposes of this Plan, critical infrastructure is defined as "Infrastructure assets, services and systems which:

- i. are an immediate community requirement and fundamental to enabling development. If destroyed, degraded or rendered unavailable for periods of more than one day, this loss would have serious consequences for the health, safety, security and social and economic well-being of the Auckland Region (e.g. major wastewater treatment plants).
- ii. are fundamental to the long-term well-being of the community, and contribute to Auckland's liveability, such as those components relating to cultural and social infrastructure (e.g. public open space and libraries)".

FIGURE 12.1
THE SHAPING INFLUENCE
OF INFRASTRUCTURE



* Maps are provided in this Chapter in accordance with section 79(3)(c) and 79(4)(d)(ii) of the Act

680_ Guidelines for planning infrastructure, consistent with the 30-year time horizon of this Plan, follow a sustainable development approach. Auckland's infrastructure will:

- ▶ be adaptable: we will build systems that are resilient and robust and can adapt to sudden shocks, new technologies and longer-term shifts. These systems include energy, transport, water and information systems as well as the social infrastructure which supports how we learn and live together
- ▶ enable connectivity: we will facilitate opportunity through people's freedom of movement, ideas, goods and services
- ▶ be cost-effective: we will get better use out of what we have, and maximize the benefits from limited resources by increasing resource efficiencies. We will provide better value for money
- ▶ plan for longevity: we will consider the long-term implications of decisions and recognise that the region will experience enormous change in the future
- ▶ ensure stewardship: we will take responsibility for what our natural environment has provided. We will protect what we value most and use resources carefully.

681_ The legislative context within which infrastructure is planned in Auckland, and other legislation affecting central and local government, support Aucklanders and Auckland's business community (for example the Reserves Act (1974) and the Public Health Act (1956)).

682_ This chapter outlines Auckland's policies, priorities, land allocations, and programmes and investments across non-transport infrastructure, with particular attention given to 'critical infrastructure'. Auckland Council can shape Auckland's urban form through careful, effective transport investment. For this reason, transport is considered separately from other infrastructure services (see Chapter 13: Auckland's Transport). For the purposes of this Plan, the criticality of each infrastructure network can be assessed by:

1. the contribution it makes to the people of Auckland or a significant part of Auckland
2. the consequences for Auckland and New Zealand should it fail
3. the contribution it makes to shaping and reshaping Auckland, as distinct from simply following existing patterns of development.



683_ In addition to the above criteria, infrastructure planning and provision will:

1. protect and future-proof infrastructure corridors from development that might impede necessary future expansion, and from reverse sensitivity issues
2. improve the resilience of critical infrastructure.

684_ Using these criteria, the Auckland Council has identified existing critical infrastructure (see Table 12.2). The Council acknowledges that some infrastructure types are not included in this list, such as individual libraries. Libraries are critical when viewed as a network, but the focus here is on infrastructure assets which meet all the criteria listed.

TABLE 12.2 EXISTING CRITICAL INFRASTRUCTURE (Note: 'Bold' indicates those assets and networks which are most critical in the regional hierarchy)

INFRASTRUCTURE CLASS	EXISTING CRITICAL INFRASTRUCTURE	INFRASTRUCTURE CLASS	EXISTING CRITICAL INFRASTRUCTURE
TRANSPORT		TELECOMMUNICATIONS	
Roads	<ul style="list-style-type: none"> State highways and access points to and from state highways Northern busways Arterial road network 	Broadband	<ul style="list-style-type: none"> Southern Cross cable Australia-New Zealand cable Mayoral Drive exchange complex Telephone exchanges Radio DMR, CMAR links Wi-Fi
Railways	<ul style="list-style-type: none"> Rail lines Britomart rail station Newmarket, Sylvia Park, New Lynn, Onehunga rail stations and the network of local stations 	SOCIAL	
Ports	<ul style="list-style-type: none"> Port of Auckland: City Centre Onehunga Port Wiri Inland Port MetroPort 	Education	<ul style="list-style-type: none"> University of Auckland (includes marae and fale Pasifika) Auckland University of Technology (includes marae) Unitec (includes marae) Manukau Institute of Technology Massey University Secondary Schools Primary Schools Early childhood education centres
Airports and airstrips	<ul style="list-style-type: none"> Auckland Airport Ardmore Local airports e.g. Dairy Flat, Kaipara Flats, Great Barrier, Waiheke and others Whenuapai Military Airbase 	Health	<ul style="list-style-type: none"> Auckland Hospital: Grafton Auckland Hospital: Greenlane Middlemore Hospital North Shore Hospital Waitākere Hospital
WATER		Justice and Corrections	<ul style="list-style-type: none"> High Court Southern Courts at Manukau Auckland Prison (Pāremoremo) Mt Eden Prison and Mt Eden Corrections Facility Auckland Region Women's Correction Facility
Water supply	<ul style="list-style-type: none"> Sources, including dams and abstraction facilities Raw water mains and water supply reservoirs Water transmission pipelines over 200mm in diameter and those that serve critical infrastructure (e.g. hospitals) Water treatment plants including Ardmore, Huia, and Waikato 	Defence	<ul style="list-style-type: none"> Whangaparaoa Military Training Area Whenuapai Military Airbase Devonport Naval Base Kauri Point Ammunition Depot Papakura Military Camp and Ardmore Military Training Area
Wastewater	<ul style="list-style-type: none"> Metropolitan wastewater treatment plants (Māngere, Rosedale, Army Bay, and Pukekohe) Wastewater trunk mains over 300mm in diameter and those that serve critical infrastructure (e.g. hospitals) Wastewater pump stations on the trunk mains Non-metropolitan wastewater treatment plants e.g.: Warkworth, Beachlands and others 	Emergency and Rescue Services	<ul style="list-style-type: none"> Mechanics Bay Marine Rescue (Coastguard etc) Police, Ambulance, Fire Headquarters
Stormwater	<ul style="list-style-type: none"> Pipe network Retention/detention ponds Swales Soakage pits 	Community and cultural facilities	<ul style="list-style-type: none"> Auckland War Memorial Museum Auckland Art Gallery (Toi o Tāmaki) Auckland Zoo Marae Library network
ENERGY		Recreation and sporting facilities	<ul style="list-style-type: none"> International-standard sports and events facilities including: Eden Park, Vector Arena, Mt Smart Stadium, North Harbour Stadium.
Electricity	<ul style="list-style-type: none"> Southdown generation plant Otāhuhu B generation plant Otāhuhu A generation plant Electricity transmission lines, towers and cables Electricity substations 	Public open space	<ul style="list-style-type: none"> Auckland's network of parks City parks Playgrounds
Gas and liquid fuel	<ul style="list-style-type: none"> Wiri to Airport fuel line Marsden to Wiri fuel pipeline High pressure natural gas pipeline Liquid fuels and gas storage: Wynyard Quarter (limited time) 		

Network Utilities

Auckland expects that the quality and effectiveness of its network utility infrastructure will improve over time through prudent investment that enhances efficiency, security, and resilience of these utilities.

PRIORITY

1 OPTIMISE, INTEGRATE AND ALIGN NETWORK UTILITY PROVISION AND PLANNING

WATER

685_ Water is fundamental for life, and essential for human consumption, primary production, economic activity, and sanitation. Auckland's water is as intrinsic to the region as the land, and has deep cultural significance for Māori, with the concept of mauri (life force) key to the management of water assets. (see Chapter 2: Auckland's Māori, and Chapter 7: Auckland's Environment). Provision of critical water infrastructure is a core priority for the Auckland Plan. Investment in the water networks must be carefully programmed and sequenced in line with development.

686_ Water services can be divided into three categories: water supply, wastewater and stormwater. Together, these are commonly referred to as the 'three waters'. Three waters' infrastructure includes the assets required for water supply collection, treatment and distribution; wastewater (sewerage) collection, treatment, and final disposal; and stormwater treatment and final disposal. An integrated approach to planning and operating each of the three waters will ensure the efficient and affordable provision of these vital networks. Such an approach will protect and enhance Auckland's marine and freshwater environments.

687_ The Auckland Council's role in the provision of water services differs from its role in other major physical infrastructure sectors. In the transport sector, the Council shares responsibility with several central government agencies. In the telecommunications and energy sectors, the Council plays only a regulatory and consenting role. However, in the water sector, the Auckland Council controls all aspects of the provision of water services. The Council is responsible for water policy and regulation, while its CCO (Watercare) controls all aspects of water planning, funding, delivery, operation, and retailing. The full service function of the Council empowers it to influence water outcomes to a greater degree than is possible in other sectors (with the exception of community infrastructure).

688_ Auckland benefits from a number of nearby water sources. This helps ensure a reliable supply of potable water. However, these sources were supplemented (largely in response to the 1994 drought) by the development of a pipeline from the Waikato River, and it is anticipated that Auckland's future growth will necessitate a second pipeline from the Waikato River.





689_ The water networks have expanded to encompass a range of infrastructure investments, including 11 dams, 149 reservoirs, 9,000 kilometres of water pipes, 19 wastewater treatment plants, and 7000 kilometres of sewers.⁶⁹

690_ Population increases will create challenges for Auckland's water resources. There are competing demands for rural production, urban supply, and environmental protection. In some areas the infrastructure struggles to cope with growing demand. Providing new or expanded networks takes time, because of the costs and scale of work.

691_ Water supply costs have historically been low, due to consistent rainfall and a gravity-assisted network. However, these attributes are under pressure. Increased incidence of extreme weather events, including drought, is widely anticipated as a result of climate change. The possibility of longer, drier summer months not only compromises the availability of quality water, but threatens to raise Auckland's overall water consumption. Auckland may therefore require greater additional water supply capacity.

692_ The closest sources for Auckland water have now been exploited, leaving only more distant and expensive options for increasing supply. The timing of new infrastructure is based on Auckland achieving its water demand management target of 15%. This target includes measures to reduce losses in the network, and a wide range of water conservation activities. If this target is not achieved, the development of new water infrastructure will have to be brought forward.

693_ Wastewater challenges are more significant. Although progress has been made to identify future wastewater treatment capacity, a number of regulatory issues must be resolved. Parts of the wastewater network are subject to stormwater inflow and infiltration, which, during wet weather, result in flows that exceed the capacity of the system. The resulting discharge of both stormwater and untreated wastewater into the natural environment leads to beach closures in and around Auckland. Substantial investment in network upgrades, and inflow and infiltration reduction is required to reduce wet weather overflows.

694_ Stormwater infrastructure is used to convey, hold and treat rainfall run-off. Challenges to the infrastructure are significant. More than 7000 existing households are currently exposed to flooding risk, and investment in infrastructure solutions is required to resolve this. Increasing contaminant levels in several coastal receiving environments need to be stopped by infrastructure investment and careful management of development. There are variations in the age of stormwater

infrastructure across Auckland, and many sections require renewal or replacement. Investment in effective maintenance will ensure the maximum life span of infrastructure. It is important to apply Water Sensitive Design approaches to new development areas, to avoid the creation of new flooding and environmental problems which are costly to fix retrospectively. Stormwater infrastructure for new growth is largely funded by developers. However, Auckland Council is responsible for the operations and maintenance costs of new infrastructure, and the need to provide for any increase in capacity of the stormwater network required downstream of growth areas.

695_ Governance and funding of infrastructure is another specific stormwater issue. Unlike water supply and wastewater, it is difficult to charge for stormwater services. Thus, stormwater costs are largely met through rates, and must compete with other council services for resources. In some cases, stormwater costs are met through financial contributions charged under the Resource Management Act (1991) and development contributions charged under the Local Government Act (2002).

696_ Opportunities exist to improve the efficiency of Auckland's water infrastructure and reduce water consumption (see Chapter 7: Auckland's Environment). In some locations, on-site solutions to our stormwater, wastewater, and water supply can reduce demand on our reticulated networks and deliver wider environmental benefits. (see Box 10.2 for environmental design principles). Auckland Council recognises that on-site solutions may not be appropriate in some locations or circumstances. However, the Council will work with stakeholders to develop an appropriate implementation policy and mechanisms for on- and off-site solutions. Substantial, ongoing investment is required to ensure that Auckland has an adequate municipal supply of water, and effective wastewater and stormwater collection and disposal systems.

697_ The Auckland Council is committed to ensuring the long-term sustainability of Auckland's water resources, and ensuring that access to critical water infrastructure is maintained. The Council is also committed to preventing encroachment from other activities, and minimising reverse sensitivity effects. Water services will be optimised by a range of demand management initiatives, including consumer education.

698_ Map 12.2 shows elements of the critical water and wastewater infrastructure network. An additional policy relating to water and wastewater is stated in Chapter 7: Auckland's Environment.

699_ Auckland Council will capitalise on the consolidation of water supply and wastewater services. It will also align with central government's new focus on water services (National Infrastructure Plan) to ensure that three waters' planning aligns with land use.

700_ Nationally, the water sector will identify a range of common and agreed indicators to allow benchmarking. This work will occur during 2012 – 2013.

701_ The development of an updated water strategy for Auckland will address a variety of water-related matters, including the future planning of Auckland's water infrastructure.

ENERGY

702_ Energy is provided through a mixture of state-owned enterprises and the private sector, such as Vector, Wiri Oil Services, Transpower, and Contact Energy. Telecommunications is overwhelmingly funded and operated by the private sector. Although not involved in the delivery of these services, Auckland Council performs an important role in their regulation, planning and ongoing monitoring.

703_ Auckland needs confidence in its ability to secure long-term, sustainable, reliable and affordable energy. Disruptions to electricity supply and sudden fuel price increases in recent years have reduced consumer confidence. Auckland is reliant on other parts of the country for its electricity generation. Our national reliance on hydro-generated electricity helps reduce greenhouse gas emissions but it makes us vulnerable during drought, and Auckland vulnerable to the potential failure of the transmission infrastructure required to convey the electricity to Auckland. Access to the national grid is critical for urban growth.

704_ Energy is also a determinant of land use. Various energy sources support different industrial activities, and create different demands for land. Understanding the costs of electricity provision and, to a lesser extent, natural gas reticulation, assists the Council to more effectively plan for growth. Auckland Council is committed to ensuring the long-term sustainability of Auckland's critical energy infrastructure. The Council is also committed to preventing encroachment from other activities, and minimising reverse sensitivity effects on the use and operation of Auckland's critical energy infrastructure, through its planning and regulatory roles. However, the Council also recognises that these energy corridors can impact on the ability for communities to develop and grow, and result in visual effects. A range of interventions may be needed in some locations, to balance the need for secure infrastructure corridors with the development aims of the Auckland Plan and the aspirations of local communities.

705_ Auckland faces a number of critical energy, security, and resilience issues that must be addressed:

- ▶ pressure points in the local transmission grid and distribution networks, which can result in untimely outages
- ▶ incompatible land uses along transmission and distribution corridors, which affect their efficient operation, maintenance, and upgrade capacity
- ▶ the undergrounding or rerouting of transmission and distribution corridors in order to unlock the development opportunities of Auckland's centres and improve the amenity of some locations
- ▶ reliance on external sources for electricity generation
- ▶ meeting the increasing dependency of the Northland region for secure and reliable electricity services to be routed through Auckland
- ▶ a lack of diversity in the energy system, particularly the lack of viable, renewable energy generation capability
- ▶ Auckland's liquid fuel supply, including all jet fuel for Auckland International Airport, is reliant on a single pipeline from the Marsden Point Refinery to the Wiri Oil Terminal, and a further pipeline from the Terminal to the Airport. These assets are affected by incompatible land uses, given their hazardous nature and the risks associated with their operation
- ▶ increasing dependence on the Northland and Waikato Regions for secure and reliable fuel delivery with the future loss of Wynyard Point
- ▶ increasing demands for secure energy stock, including natural gas, for rural production
- ▶ under- or non-insulated domestic housing stock which is cold and damp in winter and can overheat in summer, resulting in inefficient or unnecessary electricity usage, and placing pressure on the national grid
- ▶ with the electrification of public transport systems and the growth in electric vehicles, further demand will be placed on electricity generation, transmission, and distribution networks.





706_ Four opportunities to improve energy security and supply are:

- ▶ developing shared infrastructure corridors
- ▶ investigating options to diversify electricity generation in and around Auckland
- ▶ increasing generation capacity from renewable energy resources (see target in Chapter 8: Auckland's Response to Climate Change)
- ▶ improving Auckland Council processes for the consenting of energy infrastructure maintenance and the construction of new or upgraded energy assets.

TELECOMMUNICATIONS

707_ Telecommunications assist in the delivery of educational resources, help businesses compete in the global economy, and connect communities. Social media, e-mail, mobile phones and instant messaging have become essential forms of communication in modern life. Effective telecommunication networks allow other infrastructure sectors to be resilient and responsive to changing conditions and the adoption of new technology.

708_ An opportunity exists to leverage off central government's current and planned investment in fibre to the home and rural broadband, to affect spatial outcomes. Currently around 8% of Aucklanders work from home. Increasing this proportion through improving access to ultra-fast broadband will help to reduce pressure on roads at peak times, and improve the quality of residential living.

709_ Auckland needs to be in step with global communication development trends. Broadband is an enabler of innovation that will boost the economy and reduce the virtual distance between New Zealand and the rest of the world. The provision of better digital connectivity will provide new economic opportunities for Auckland, and give Auckland businesses greater opportunities to exploit global markets.

710_ Over the next decade, enhanced broadband retail services and applications will be provided, as copper is replaced by fibre in the urban centres, and comparable broadband options are extended to rural New Zealand.

711_ Expanded international bandwidth options are being investigated in the form of two separate proposed fibre links to Australia and California.

712_ International capacity is a high priority, but so is enhancing the use of local networks. Proposed new connections will increase price competition and result in lower wholesale costs. More international capacity will result in greater competitiveness, which will also help reduce wholesale pricing. The higher capacity will enhance the resilience of global connectivity for New Zealand.

713_ The appetite for innovative broadband solutions is already high in Auckland, and business, health and education sectors are preparing for the improved services that will be provided once they are connected to the infrastructure

714_ There are opportunities to increase innovative broadband use throughout the region by aligning aspiration and policies to the following areas:

Increased international bandwidth such as:

- ▶ Kordia's trans-Tasman "OptiKor" fibre link
- ▶ Pacific Fibre's fibre link from Sydney through Auckland and on to California.

Ensure that coverage is comprehensive between wired and wireless networks, including:

- ▶ creating a world-class mobile data coverage area
- ▶ ensuring that secondary benefits, such as telecommuting, are supported.

Local data centres which enable the storage of local content and services:

- ▶ attracting large international providers
- ▶ supporting local content production
- ▶ supporting local applications that would benefit from caching (storing) data on local networks
- ▶ NZ is considered a prime candidate for the 'data centre of the Pacific', due to its green power options and geographic location.

715_ The above initiatives would enhance economic growth in Auckland. A world-class telecommunications infrastructure would increase the city's ability to attract business to Auckland. This would assist other infrastructure providers in the management of their existing networks and the development of new high-tech assets.

716_ Auckland's large geographic size and the isolated nature of many of its communities, particularly those on the Gulf Islands, results in many Aucklanders being heavily dependent on telecommunication services to access goods and services. Auckland Council will work with these communities and telecommunication providers to improve network access for all Aucklanders.

717_ The Auckland Council regulates and facilitates new telecommunication infrastructure development, as a landowner, a major telecommunications user, and a consenting authority. This allows the Council to work with infrastructure providers to ensure the provision of high quality telecommunication infrastructure across Auckland. The Council will strongly advocate on behalf of Auckland for the fast delivery of fibre optic cabling and rural broadband, building on central government's Urban Fibre Initiative and Rural Broadband Initiative.

718_ Opportunities also exist for the co-location and consolidation of telecommunication and other network utility infrastructure. Auckland Council recognises that the proliferation of utility structures can lead to poor urban design outcomes, and will work with utility providers to lessen these impacts. Further detail is provided in Chapter 10: Urban Auckland.

DIRECTIVE 12.1

Identify, protect and provide existing and future network utility infrastructure to ensure efficient provision of secure and resilient water supply, wastewater, stormwater, energy and telecommunication services that will meet the needs of Auckland over time.

DIRECTIVE 12.2

Integrate planning of network utility infrastructure to provide for population growth.

DIRECTIVE 12.3

Sequence investment across the network utilities and collaborate to identify areas where infrastructure can be effectively provided and where land and corridors can accommodate network utilities services.

DIRECTIVE 12.4

Ensure sustainable design and use of water resources (see Chapter 7: Auckland's Environment).



Social Infrastructure

(Including education, health, corrections, community and cultural facilities, public open space)

Auckland expects that the quality and effectiveness of its social infrastructure services will be improved as the population increases, through enhanced efficiency and prudent investment.

PRIORITY 2 PROTECT, ENABLE, ALIGN, INTEGRATE AND PROVIDE SOCIAL AND COMMUNITY INFRASTRUCTURE FOR PRESENT AND FUTURE GENERATIONS

719_ Major social infrastructure is largely provided by central government, and includes hospitals, schools, universities and tertiary institutions, prisons, courts and social housing (see Chapters 1: Auckland's People, 10: Urban Auckland, 11: Auckland's Housing, Table 12.1 and Map 12.1).

720_ Cooperation and coordinated planning are essential to provide for population growth and to ensure that these services can be delivered when and where required. The National Infrastructure Plan identifies goals, opportunities and success indicators relating to the provision of social infrastructure, which have particular relevance for the Auckland Plan:

- ▶ that central and local government are well coordinated and exploit synergies in the building and delivery of services
- ▶ that central government consider the broader strategic outcomes sought from the management of and investment in social infrastructure assets, including a spatial and network dimension
- ▶ that spatial coordination of government investment, including co-location of services (particularly in Auckland), is increased.
- ▶ Within this context, the Auckland Plan encourages more effective provision of social infrastructure at an appropriate spatial scale (local, sub-regional and Auckland-wide level), and ensures it is sequenced to support development. This requires close collaboration with central government, private and not-for-profit agencies, iwi and others, across a range of social infrastructure portfolios, to ensure that Auckland's social infrastructure requirements are understood and that necessary investment is made. To ensure that social services meet the needs of Auckland's growing and diverse population we must optimise the use of existing assets, before making new investments.



721_ Given Auckland's growing population, examples of the principal areas of focus include:

- ▶ **healthcare** – Auckland Council will work with central government, health agencies and the three District Health Boards to ensure that timely investment is made to meet the health needs of the growing population and the changing demographic patterns. This may lead to the expansion of service delivery out of existing hospitals and facilities, or expansion of these facilities, and will lead to better, more timely and accessible healthcare for Aucklanders. The focus is on improving health, i.e. prevention rather than cure (see Chapter 1: Auckland's People). As well, there is an opportunity for other options for delivering services through papakāinga, marae institutions and iwi-based health care services (see Chapter 2: Auckland's Māori).
- ▶ **education** – Auckland Council will work with the Ministry of Education (currently developing a National Network 25-Year Strategy), government agencies, and education providers to identify and plan for ongoing population growth, and ensure adequate physical infrastructure is provided to service education needs. This includes the development of new schools, the expansion of existing schools and other education institutions, and the transport and telecommunications infrastructure needed to service them.

722_ Part of integrating social infrastructure planning into the compact city model is maximising the benefits of clustering facilities within a hierarchy of centres – effectively developing a network of community facilities designed to meet the full range of needs. For example, a local neighbourhood uses a school hall and swimming pool, more advanced swim schools are located in town centre pools, and national events take place in a sub-regional facility.

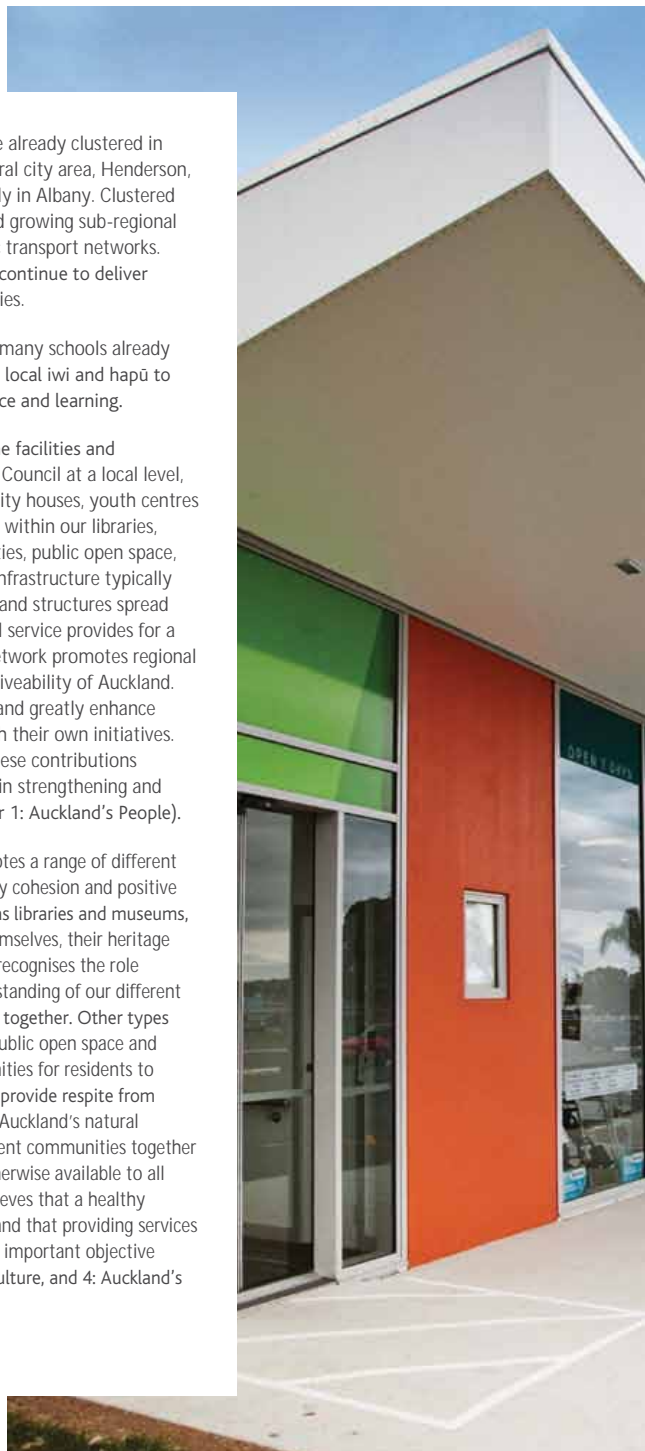
723_ Some schools have led the way in sharing the use of facilities with community groups, and partnering with service providers to offer students, their families and the wider community a range of local experiences (such as the shared use of school pools with private 'swimschool' businesses out of hours). In future, some urban schools may have to become more integrated with intensified inner city environments, potentially operating out of commercial buildings and sharing the use of existing public open space and facilities in order to deliver the physical education curriculum. This already occurs in cities all over the world.

724_ Many social service facilities are already clustered in localities across Auckland: in the central city area, Henderson, Manukau, Takapuna and more recently in Albany. Clustered facilities provide services for large and growing sub-regional catchments and are located on public transport networks. Existing clusters will be supported to continue to deliver accessible services to local communities.

725_ In terms of cultural well-being, many schools already take the opportunity to network with local iwi and hapū to provide children with marae experience and learning.

726_ Social infrastructure includes the facilities and investments maintained by Auckland Council at a local level, such as community centres, community houses, youth centres and community halls, libraries, marae within our libraries, swimming pools and recreation facilities, public open space, galleries and museums. Community infrastructure typically consists of numerous individual sites and structures spread over the entire region. Each individual service provides for a local community, but together the network promotes regional outcomes which are essential to the liveability of Auckland. Voluntary organisations across Auckland greatly enhance our community infrastructure through their own initiatives. Auckland Council seeks to build on these contributions and acknowledges the role they play in strengthening and connecting communities (see Chapter 1: Auckland's People).

727_ Community infrastructure promotes a range of different outcomes we value, such as community cohesion and positive social outcomes. Some facilities, such as libraries and museums, help Aucklanders learn more about themselves, their heritage and their unique identity. The Council recognises the role these services play in enhancing understanding of our different communities and bringing Aucklanders together. Other types of community infrastructure, such as public open space and recreational facilities, provide opportunities for residents to exercise and stay fit and healthy. They provide respite from urban living stresses and contribute to Auckland's natural amenity. These spaces also bring different communities together and provide access to activities not otherwise available to all Aucklanders. The Auckland Council believes that a healthy Auckland is a more liveable Auckland, and that providing services which encourage physical activity is an important objective (see Chapters 3: Auckland's Arts and Culture, and 4: Auckland's Historic Heritage).





728_ More generally, Council community infrastructure sustains communities and provides fair and equal access to the range of opportunities Aucklanders consider important: in leisure, learning, skill development, experiencing the outdoors, training the mind or training the body.

729_ Auckland benefits from an outstanding natural landscape. Proximity to the coast and sea affords Aucklanders an almost incomparable range of marine activities. Extensive regional parks and public open spaces in the urban core such as the Auckland Domain and One Tree Hill Domain, provide impressive natural amenity and contribute to Auckland's green infrastructure and liveability. Access to our bountiful natural environment is an advantage to living in Auckland, and draws skilled migrants here. Auckland's public open space network, including the associated trails and walkways, contributes to its unique identity, quality of life, healthy lifestyle (for example facilitating opportunities for walking and cycling), tourism potential and economic well-being.

730_ The public open space network must be recognised and managed as an integrated system of individual places, corridors and links: it is frequently the location for many wharves, jetties and boat ramps that are used by ferries and private water vessels. Private open space (for example golf courses and school grounds) contribute to the feeling of 'spaciousness' even though some of them are not open to the public. The challenge is to maintain and improve the public open space network as the population grows and diversifies, while also protecting and enhancing the values associated with particular sites. **Map 12.3** illustrates Auckland's potential future open space investments (public open space is discussed further in Chapters 1: Auckland's People and 7: Auckland's Environment).

731_ There are significant networks of trails and walks across the Waitākere and Hunua Ranges. Two walkways of national significance are shown on **Map 12.3**: the Hillary Trail and Te Araroa Walkway. Developing or expanding the recreational network, especially interregionally, will require infrastructure (including land services and facilities) to support users. The Council will ensure that public open space is planned for and delivered to match the demands of a growing population (**Figure 12.2**). It will work with others to maintain public access to the open space network of regional parks, and other coastal recreational areas. This includes limiting the use of public open space for the provision of infrastructure and other services. This will secure the primary use of public open space for public formal and informal use.

732_ The open space network comprises both public and private land. Objectives for its development will be achieved in part through public open space acquisitions and development. However, tools such as a strong planning framework, partnerships, land-use agreements (such as access easements and leases), and education that supports the protection and enhancement of private land in the open space network, are vital. Open space protection beyond the RUB is also a priority: locations will be determined over time.

733_ In terms of community infrastructure, the many interconnected public libraries provide almost all Auckland residents with access to literature, the internet, information and knowledge. Despite differing collections across the region, residents can order books and other items from anywhere within Auckland. The use of technology and the development of service innovations, using emergent technologies based on multi-media interactivity and information sharing, provide rich learning and leisure experiences. Auckland also benefits from the presence of a number of unique national cultural institutions (see Chapter 3: Auckland's Arts and Culture).

734_ The principal challenge facing the provision of community infrastructure under revised Auckland governance arrangements, is to ensure fair access to services, as not all communities enjoy the same levels of service. An associated challenge is to establish new structures and arrangements which engage local communities, identify their needs and provide appropriate services. Auckland's 21 local boards play an important role in achieving these objectives.

DIRECTIVE 12.5

Protect and enable critical social infrastructure services to match the needs of Auckland's current and future populations.



FIGURE 12.2
BENEFITS OF PUBLIC
OPEN SPACE



DIRECTIVE 12.6

Identify social infrastructure needs and engage local boards to prioritise community infrastructure requirements.

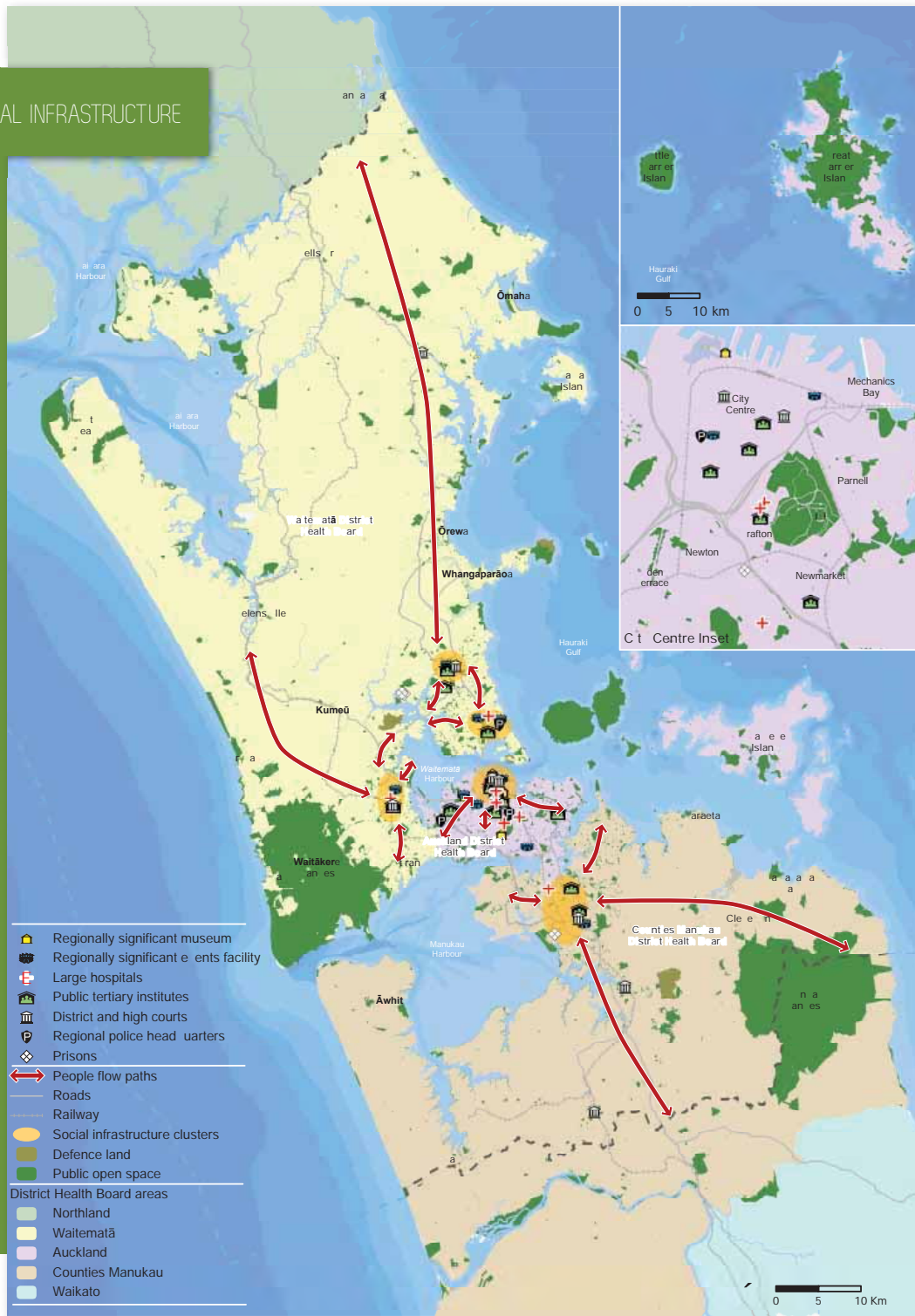
DIRECTIVE 12.7

Include social infrastructure investments in land-use and transport planning documents, and provide for community infrastructure.

DIRECTIVE 12.8

Maintain and extend the public open space network, sporting facilities, swimming pools, walkways and trails, and recreational boating facilities in line with growth needs.

MAP 12.1 SOCIAL INFRASTRUCTURE



MAP 12.2 CRITICAL INFRASTRUCTURE NETWORKS



MAP 12.3 FUTURE RECREATIONAL AND PUBLIC OPEN SPACE AREAS



CHAPTER 13

AUCKLAND'S TRANSPORT

UPOKO 13 – NGĀ TAKINGA RERENGA Ā WHENUA O TĀMAKI MAKAURAU





STRATEGIC DIRECTION 13

CREATE BETTER CONNECTIONS AND ACCESSIBILITY WITHIN AUCKLAND, ACROSS NEW ZEALAND AND TO THE WORLD

TARGETS

Double public transport from 70 million trips in 2012 to 140 million trips by 2022 (subject to additional funding)	Increase the proportion of trips made by public transport into the city centre during the morning peak, from 47% of all vehicular trips in 2011 to 70% by 2040	Reduce road crash fatalities and serious injuries from 506 (2010) to no more than 410 in 2020	Reduce congestion levels for vehicles on the strategic freight network to at or below the average of 2006-2009 levels (average daily speed of 45kph and average delay of 32 seconds per kilometre) by 2021	Increase the proportion of people living within walking distance of frequent public transport stops from 14% (2011) to 32% by 2040
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PRIORITIES

1	2	3	4
Manage Auckland's transport as a single system	Integrate transport planning and investment with land use development	Prioritise and optimise investment across transport modes	Implement new transport funding mechanisms

AUCKLAND EXPECTS SIGNIFICANT IMPROVEMENTS IN ITS TRANSPORT SYSTEM SO THAT IT WORKS WELL FOR BUSINESS, RESIDENTS AND VISITORS, SUPPORTS AUCKLAND'S DEVELOPMENT, AND CONTRIBUTES TO THE HEALTH AND SAFETY OF ITS PEOPLE AND THE CHARACTER OF ITS PLACES.

KO TE ARO WHAKAARO O TĀMĀKI MAKĀURĀU, KA PIKI NGĀ PĀINGA, TE PŪNAHA RERENGA-Ā-WHENUA, KIA PUTA AI ŌNA HUA KI TE AO PAKIHI, IWI KĀINGA, MANUHIRI HOKI ME TŌNA ĀWHINA I TE TUHU O TĀMĀKI MAKĀURĀU. KA WHAKARATO I TE HAUORA ME TE WHAKAMARUMARU I NGĀ IWI ME TE ĀHUA O ŌNA WĀHI KATOĀ.

735_ Auckland's transport system is overburdened and inefficient. Years of underinvestment in public transport, existing settlement patterns and the narrow isthmus, compounded by decisions taken over the past half century, mean that Aucklanders rely heavily on private cars as their primary transport mode. Roads and motorways are heavily congested and further expansion is severely constrained. The projected population growth over the next thirty years will exacerbate the problems unless radical transformation occurs.

736_ Auckland requires an integrated transport network that enables people and goods to move freely and efficiently, while respecting the need for place-making. The network comprises motorways, roads and streets, public transport (ferries, buses and trains), footpaths and cycle-ways, ports and airports. A goal of the Auckland Plan is to integrate all transport components using a single system approach. This requires strategic investment and close co-operation between the Auckland Council and central government.

737_ The three components required to address current congestion problems, accommodate future business and population growth, and move to a single transport system are, to:

- ▶ improve and complete the existing road and rail network
- ▶ encourage a shift towards public transport
- ▶ support environmental and health objectives through walking and cycling.

738. The transport system must integrate with land use to ensure that transport links support growth centres and transport corridors as set out in this Plan. This will necessitate improvements to the existing road and rail system. Several connections must be completed to optimise investment to serve the needs of Aucklanders; for example, the City Rail Link and the Auckland Manukau Eastern Transport Initiative (AMETI).

739. Currently, 85% of trips in Auckland are made are by private car, and around 15,000 extra cars join Auckland's roads every year. Although motor vehicles will remain an important element of the transport system, improving public transport options and connections along key transport corridors will encourage commuters to use public transport. Such a shift will reduce congestion, and free up the roads for freight transport and commercial travel (thus improving productivity and competitiveness), and journeys where there is no alternative to using cars.

740. Aucklanders are already turning to public transport, with patronage increasing from 65 million to 70 million between 2011 and 2012. By 2040, the number of public transport trips per person per annum will have increased from 44 to 100, with all Aucklanders making two trips by public transport every week, compared to only one trip at present. To reach this target, it will be important for patronage in Auckland to reach 140 million trips by 2022 - a doubling from current levels. This will require a greater allocation of funding to public transport than has happened in the past.

741. Investment in public transport will improve the resilience of the transport system through strengthening its capacity to handle unexpected events. Pollutants from motor vehicles must be reduced. Increased public transport use, walking and cycling reduce fossil fuel consumption, improve energy efficiency and decrease dependence on imported fuels. Increasing the proportion of travel by public transport will reduce carbon emissions and mitigate the effect of transport on climate change. Transport currently accounts for 39.7% of Auckland's greenhouse gas emissions (see Chapters 7: Auckland's Environment, and 8: Auckland's Response to Climate Change). The transport sector needs to reduce its own emissions by 40% by 2040 (based on 1990 levels), to help Auckland achieve its reduction targets.

742. As well as encouraging Aucklanders to use public transport, the Auckland Plan incorporates measures to improve the safety, personal security and attractiveness of walking and cycling alternatives. Across all of Auckland by 2040, 45% of trips in the morning peak are targeted to be non car-based (walking, cycling or public transport) compared to 23% at present. To achieve this requires good street design and integrated planning. Cycleways and footpaths complement the public transport network and the single system approach. These measures will enhance the quality and character of Auckland and help build healthy communities and enable more active lifestyle choices.

743. Achieving the vision for Auckland's transport system requires the Auckland Council to work closely with central government and the New Zealand Transport Agency (NZTA) to optimise funding and maximise the benefits from current and future transport investment. Aucklanders overwhelmingly support the need to improve the transport system. Different means of funding this investment are being considered.





744_ Through the co-ordinated activity enabled by the Auckland Plan, much can be achieved within one decade of action:

- ▶ in 2016 a new, all-electric fleet will provide reliable, high-quality and fairly priced train services. The modern and environmentally clean service will attract 48,000 passengers a day or 17.5 million passenger trips p.a.
- ▶ in 2016 Waterview, the final major motorway connection, will be opened. This will enable an alternative north-south link, both within the region and between regions, significantly reducing the pressure on State Highway 1 and local roads
- ▶ in 2021 the City Rail Link will be completed. Britomart will become a through station and Auckland's entire rail network will benefit from rapid rail access. The link will encourage new development close to stations. The metro rail service will reduce pressure on bus services to the city centre, and add to the appeal of public transport over private cars
- ▶ Auckland's transport system will be managed as a 'single system' that optimises all major routes and gives customers real-time information on travel choices
- ▶ the provision of universal ultra-fast broadband will aid telecommuting, allowing increasing numbers of Aucklanders to work from home or to travel at off-peak times, thus reducing peak congestion
- ▶ increasing attention to the needs of cyclists and pedestrians will improve the safety of Auckland's streets and encourage people to commute by walking and cycling. This will benefit their health and reduce pollution and traffic congestion.

745_ What follows in this chapter are:

- ▶ the four strategic transport priorities for Auckland:
 1. Manage Auckland's transport as a single system
 2. Integrate transport planning and investment with land-use development
 3. Prioritise and optimise investment across transport modes
 4. Implement new transport funding mechanisms
- ▶ the three-decade outline of transport investment and action aligned to the broader outcomes sought in this Plan.



MAP 13.1 AUCKLAND'S STRATEGIC TRANSPORT NETWORK 2042



PRIORITY

1 MANAGE AUCKLAND'S TRANSPORT AS A SINGLE SYSTEM

746_ A single, integrated transport system is required to successfully balance need, optimise what we already have, and align effort. Managing and developing the transport system in future as a single system is a key feature of this Plan.

747_ Auckland Transport and the NZTA must forge strong working relationships to implement the single system approach.

748_ Improvements to Auckland's transport system are expected to reduce traffic congestion over the next 10 years. However, growth in population and employment activity means that congestion is forecast to worsen. A combination of measures will be required to manage congestion in Auckland:

- ▶ investing in, and integrating public transport and walking and cycling networks to provide convenient and efficient alternatives (supporting intensive land use)
- ▶ completing the state highway network, upgrading the regional arterial road network, and selected improvements to roads where network benefits would be achieved
- ▶ putting in place traffic management techniques (such as signal optimisation, ramp metering, freight priority lanes) to optimise the road network
- ▶ providing travel demand management programmes (such as school travel plans, parking management, pricing, increasing vehicle occupancy, and viable alternatives to driving/owning a car).



BOX 13.1 PRINCIPLES – LAND USE AND TRANSPORT

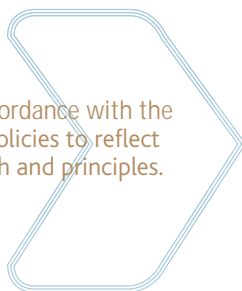
1. Use a single system approach in the planning, design, management and development of our transport system (motorways, state highways, arterial and local roads, freight, rail, bus and ferry services, walking and cycling, ports and airports).
2. Use travel demand management techniques, such as travel plans for schools and businesses, to manage the growth in demand for private vehicle travel and improve the way existing infrastructure networks operate, before providing additional capacity to the transport system.
3. Achieve the appropriate balance between movement and place, considering capacity (incorporating the safe movement of people and goods), and character (recognising the role of road/street in the urban setting and types of buildings/landscape present or planned), and acknowledging the role of transport to assist in place-shaping (see paragraph 751 of this chapter and the design principles in Chapter 10: Urban Auckland).
4. Ensure that long-term land use and activities drive long-term transport functionality, (taking into account the existing and proposed transport network), and that transport investment aligns with growth as envisaged in this Plan.
5. Optimise existing and proposed transport investment.
6. Establish corridor management plans that account for place-shaping.
7. Recognise existing community investment and the need to enable connectivity between and within communities.
8. Align community expectations in urban areas with urban levels of service, particularly with realistic expectations around levels of congestion.
9. Align community expectations in rural areas with rural levels of service, particularly acknowledging limited opportunities for alternatives to motor vehicle travel.
10. Ensure that transport is sustainable in the long term, minimises negative impacts on people's health and the built and natural environment, and reduces our dependence on fossil fuels (see Priority 2 Chapter 7: Auckland's Environment).
11. Improve the capability of the transport system to withstand adverse events. (See Priority 4, Chapter 7: Auckland's Environment, and Priorities 1 and 2, Chapter 8: Auckland's Response to Climate Change).

749_ When developing policy and priorities for initiatives and investment, all transport planning and delivery partners are expected to implement the principles in **Box 13.1**.

750_ Transport impacts on the quality of our urban and rural places. Motor vehicles have tended to take precedence over other road users.

DIRECTIVE 13.1

Manage Auckland's transport system in accordance with the principles in Box 13.1 and review existing policies to reflect Auckland's single system transport approach and principles.



751_ In addition to the single system principles above, transport planning and delivery partners are expected to achieve a balance between movement and place functions. Where they conflict, greater emphasis will be given to place function than has traditionally occurred in Auckland. At times, in a town centre for example, road reserve (includes carriageway and footpath) has a critically important place function in addition to its movement function. This Plan determines that, in such cases, pedestrians will be considered first.

752_ Streets that serve local communities, for example in local centres, have a strong place function and must have high levels of amenity. All transport infrastructure improvements and redevelopments should be assessed against the good design and environmental design principles outlined in **Box 13.1** and Chapter 10: Urban Auckland.



753_ To plan for Auckland's future transport, the role and function of each mode in the system should be determined, in order to manage and develop transport effectively as a single system. This helps determine the balance between movement and place.

754_ In addition to the balance between movement and place, the layout of blocks/streets and parking arrangements affect the quality of our urban and rural places. Chapter 10: Urban Auckland addresses these issues.

DIRECTIVE 13.2

Manage Auckland's transport system according to the following transport functions:

- ▶ international – seaports and airport
- ▶ national – inter-regional connections by road, rail, sea and air
- ▶ Auckland-wide – those parts of the transport system that provide safe and efficient movement of people and goods through all or parts of Auckland
- ▶ local – those parts of the transport system that provide safe, local access and connectivity, and that support communities.



PRIORITY 2 INTEGRATE TRANSPORT PLANNING AND INVESTMENT WITH LAND-USE DEVELOPMENT

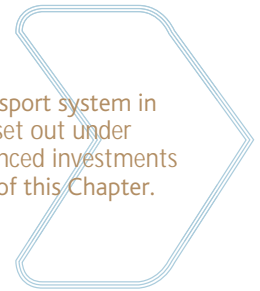
755_ For the transport system to support Auckland's vision and future growth and development, it must support the six transformational shifts and the land-use directives of this Plan. The following must be effected:

- ▶ transport investment and services, especially public transport and regional arterial roads, must align with areas of future growth and development
- ▶ the system must be easily accessible and ensure reliable journey times
- ▶ particular emphasis must be given to freight movement and other related business travel on international, national, and Auckland-wide transport corridors
- ▶ public transport services, especially bus services, must be provided for communities most in need (see Chapter 1: The Southern Initiative)
- ▶ the system must be designed for safe and universal access for all, including children, older persons and those with disabilities
- ▶ the system must be designed to reduce exposure to poor air quality and to increase the use of renewable transport fuels
- ▶ in particular, safe and convenient walking and cycling routes must be developed, to encourage those modes of travel for commuters and others
- ▶ appropriate levels of service must be provided for those communities with limited public transport options, especially rural communities

- ▶ transport projects must recognise and contribute to place-shaping
- ▶ transport, particularly roads, walkways and cycleways, must create connections between and within communities
- ▶ a change in parking strategy and standards is required to encourage intensification, mixed-use development, more efficient use of land, and shifts to walking, cycling and public transport (see Chapter 10: Urban Auckland)
- ▶ a more rapid rate of investment is needed, requiring new forms of revenue.

DIRECTIVE 13.3

Develop Auckland's transport system in line with the directions set out under Priority 2 and the sequenced investments set out under Priority 3 of this Chapter.



756_ Three particular transport projects are critical to Auckland's future growth – the City Rail Link, the AMETI and East-West Link combined project, and an additional Waitemata Harbour Crossing.

TABLE 13.1 TRAVEL TIMES TO THE FUTURE CITY RAIL LINK STATIONS*

From	To Intended Location	Travel by Train (minutes)			% Improvement in Travel Times
		Before CRL	After CRL	Reduction in Travel Time	
New Lynn	Aotea Station	51	23	28	55%
Morningside	Aotea Station	39	14	25	64%
Onehunga	K' Road Station	47	27	20	43%
Manukau Centre	K' Road Station	61	42	19	31%
Newmarket	Aotea Station	27	10	17	63%
Panmure	Newton Station	40	27	13	33%

BOX 13.2 THE CITY RAIL LINK

The City Rail Link (CRL) will significantly improve the Auckland rail network. It is a proposed 3.5 kilometre underground rail link between Britomart and Mt Eden Station on the western rail line, which will provide three new stations in the central city. It will address the capacity constraints at Britomart, enable future increases in rail service frequency across the whole rail network, and add new rail lines to the network (such as rail to the Airport).

Eighty per cent of submitters to the Draft Auckland Plan who referred to the CRL supported its construction. The CRL is the foremost transformational project in the next decade. It creates the most significant place-shaping opportunity, as the entire city centre would be within 10 minutes' walk of a railway station. As well, many more rail trips across Auckland could take place as a continuous ride without needing to transfer.

As shown in Table 13.1, the CRL will dramatically reduce travel times to and through the city centre, and people will have rail access to more parts of the city centre. For example, a public transport trip from New Lynn to the future Aotea Station will reduce by 55% from 51 to 23 minutes, while a public transport trip from Panmure to Newton will decrease by 33% from 40 minutes to 27 minutes.

The CRL will facilitate new commercial and residential development, and access to employment and educational opportunities not just for the city centre, but for all communities on the rail network. For example, Manukau and New Lynn town centres become more attractive as places to live and work because of the improved rail access to the city centre and across the network. The Auckland Council sees the CRL as a key enabler of increasing employment in the City Centre and metropolitan centres on the rail network.

The CRL will help address congestion in the central city road network and enhance the ability of road corridors to handle the number of buses moving to/from the city centre, which, if left unaddressed, would limit the growth of the city centre and Auckland. This supports the planned refocusing of the bus network in outer areas to act as feeders to the rapid transit network. In addition, the CRL will improve transport choices for Aucklanders and reduce the environmental impact of the transport system.

Significant redevelopment has resulted from the initial upgrade of Auckland's rail network, including the double-tracking of the western line and the reopening of the Onehunga line, especially around Britomart, Newmarket and New Lynn stations, demonstrating a positive market response to investments in rail. The CRL will focus growth around Auckland's rail lines, supporting a more intensive city centre; the regeneration of traditional town centres; and the further development of newer centres, such as Sylvia Park.

* Based on 2010 analysis.

BOX 13.2 CONTINUED
THE CITY RAIL LINK

The Auckland Council will underwrite the cost of protecting the City Rail Link route, acquire properties and prepare an updated business case for the CRL, compared with alternative options. The CRL, together with the purchase of new trains and improvements to the rail network, is estimated to cost \$2.4 billion, and new funding tools to help pay for this project will be required. Auckland Council and Auckland Transport are developing a business case to support the funding and implementation of the CRL.

The CRL proposal is being developed as part of an integrated land-use and multi-modal transport approach, which includes:

- ▶ developing an integrated multi-modal package to optimise the accessibility of the city centre by all modes of transport. This includes improvements to the city centre bus network to address emerging capacity issues on key bus corridors, and to deliver customers closer to key city centre destinations

- ▶ identifying the potential for more housing and employment around railway stations and their catchments, and ensuring that land-use planning rules support this
- ▶ working with private sector partners to develop exemplar transit-oriented development projects around both the CRL and suburban railway stations
- ▶ reconfiguring bus services to act as feeders to rail at interchanges such as New Lynn, Onehunga, Manukau and Panmure
- ▶ providing additional park and ride sites to allow access to rail in locations without good public transport options.

The CRL is the top priority transport project for Auckland, with a targeted date to become operational in 2021.

FIGURE 13.1
CITY RAIL LINK



DIRECTIVE 13.4

Undertake a detailed business case and progress planning, route protection, land acquisition and an above-ground, land-use plan to support the development and completion of the City Rail Link by 2020.



BOX 13.3 AMETI AND EAST-WEST LINK

Growth of business, employment and residential development in eastern Auckland has created a pressing demand for transport investment. The Auckland-Manukau Eastern Transport Initiative (AMETI) and the East-West Link are closely related because of their geographic location and interdependencies, particularly in relation to freight and east-west traffic movements. AMETI is a package of transport improvements proposed for the Glen Innes - Panmure - Pakuranga - Botany corridor, to serve the eastern suburbs. These areas have a forecast population growth of up to 25,000 people over the next 20 years, and good transport options will be needed to cater for them. AMETI aims to provide a strategic transport link between the eastern suburbs, unlocking the economic potential of the area. AMETI will provide for local journeys and public transport on the Panmure Bridge route,

while Waipuna Bridge and the south-eastern highway will become the primary freight and business traffic route through to central Auckland.

The East-West Link is a proposed strategic transport corridor that will connect the Western Ring Route (SH20) at Onehunga and the Southern Motorway (SH1), providing improved access to the rail freight hub at Metroport and major employment areas, such as East Tāmaki. This link will address the high traffic and freight movements on congested local roads, provide efficient freight movements between SH20 and SH1, and between industrial areas and the port and airport. This link will also enable east-west improvements for public transport, walking and cycling. The total cost of both projects is estimated to be \$2.6 billion.

DIRECTIVE 13.5

Jointly progress planning for AMETI and the East-West Link and implementation by 2021.

BOX 13.4
ADDITIONAL WAITEMATĀ
HARBOUR CROSSING

Auckland is likely to need an additional harbour crossing by approximately 2030 to move increasing volumes of freight and a growing population. The capacity of the transport network will need to increase, to respond to the pressure on the state highway network and remove constraints on economic growth. While this Plan foresees significant business and employment growth in the north, large numbers of future employees will still travel from the North Shore around the Auckland isthmus and further south. The additional crossing must make provision for road and public transport (rail), and will require significant investment beyond that which can be delivered by traditional funding methods, requiring new revenue tools.

An additional harbour crossing would improve the resilience of Auckland's transport infrastructure and provide new and better connectivity into and through the central city. Several feasibility study reports on the next crossing have been completed, including a 2010 study comparing a bridge with a tunnel, without recommending either option. Submissions to the Auckland Unleashed discussion document show that Aucklanders prefer a tunnel to a bridge.

The tunnel option aligns the west of the city centre from Esmonde/Onewa Roads to the Wynyard Quarter, emerging around Wellington Street. It has provision for rail, and is estimated to cost \$5.8 billion. This alignment would future-proof suburban rail for a Gaunt Street station and involve the removal of the Victoria Park viaduct completely when the additional crossing opens. With the western alignment, there will be complementary improvements for rail and road access to the port undertaken in the second decade (see Figure 13.2). Auckland Council acknowledges that there are different views on the alignment of the new crossing, particularly around a possible eastern alignment.

The additional Waitematā Harbour Crossing will make provision for rail, because of the anticipated population and business growth north of the bridge. It will also form a key component of the single system approach to Auckland's transport. Rail to the North Shore will impact on future growth opportunities in northern Auckland, and initial rail route options are being investigated. Long-term urban density possibilities, and the demand for travel by rapid transit, will be taken into account when considering these route options. Further detailed studies will look at the

economic, social and environmental benefits and costs associated with the various options. Regardless of the option decided on in the future, rail to the north will be a substantial investment. It is unlikely that any physical work on rail north of the crossing will commence within the period of this Plan.

FIGURE 13.2
ADDITIONAL WAITEMATĀ HARBOUR CROSSING



DIRECTIVE 13.6

Jointly progress planning for an additional Waitematā Harbour Crossing with further investigation of tunnels and future-proofing of rail.

757. The upper North Island comprises four regions – Northland, Auckland, Waikato, and Bay of Plenty. Combined, these regions host the majority of New Zealand's population and economic output. The upper North Island contains:

- ▶ New Zealand's three largest ports (by volume) and the largest international airport, which on a combined basis, accounted for 53% of total trade in 2010 by volume and 67% by value
- ▶ a steel mill, oil refinery, and one of two cement plants
- ▶ a high and growing proportion of New Zealand's population (53%)
- ▶ a significant proportion of employment (50%), and GDP (53%).

758. Inter-regional freight in the upper North Island is forecast to grow by 100% over the next 25 years, with roads expected to account for 86% of transport movements.

759. A strategic alliance has been formed between the four regions to maximise the sustainable development opportunities for the Upper North Island, and their contribution to New Zealand. Transport is a key component in making the movement of goods and people within and between regions more cost-efficient and sustainable.

760. Our international and inter-regional connections are as important as our internal connections (see **Box 13.5**). Auckland has the country's principal international trade seaport (Ports of Auckland) and airport (Auckland Airport). These, together with the ports of neighbouring Northland, Waikato and Bay of Plenty, comprise a significant proportion of New Zealand's trading ports.

761. Port and airport facilities constitute huge private and public investment, and are essential for New Zealand's economy. Their long-term operations must be protected, as well as the transport networks that service them.

762. Ports of Auckland plays a significant role in the national freight system and creates economic value for Auckland, the upper North Island and New Zealand.

763. The upper North Island must be able to meet the short- and long-term growth requirements of an export-driven economy, through the capacity of its ports and the freight transport system. Integrated and co-ordinated capacity development is needed to meet future freight demand and maintain the necessary port infrastructure capacity.

764. To determine the long-term role (longer than 30 years) of the Ports of Auckland in the upper North Island freight network, and inform the long-term strategic choices for the Auckland waterfront (including the Unitary Plan), Auckland Council, in conjunction with upper North Island stakeholders, will lead a study of port development options for Auckland which will:

- ▶ take a long-term (30-100 year) view
- ▶ assess future freight demand to jointly agree on likely future port infrastructure capacity requirements
- ▶ based on the above information, model a range of development options for the Ports of Auckland
- ▶ address the community's view on port development, noting that the current provisions of the Regional Plan: Coastal⁷⁰ contain the following policies:

"Any application to reclaim land in any Port Management Area shall demonstrate that:

- ▶ there is no practicable alternative to the proposed reclamation, including the use of existing facilities and existing land-based areas in the region; and
- ▶ it is the most appropriate form of development; and
- ▶ adverse environmental effects will be avoided, remedied or mitigated."

765_ Based on current information, Auckland will continue to need a major port on the Waitematā Harbour to meet the overall freight demand of the upper North Island. The study of Auckland's position within the upper North Island may confirm the status quo, identify different configuration alternatives at the current port locations, or identify as yet unexplored alternative locations for port infrastructure.

766_ The Resource Management Act (1991) planning framework for the port area will be developed as part of the Auckland Council's Unitary Plan. That plan will take account of the Port of Auckland study. Any proposed development of the port will be subject to the full resource consent process.

767_ The Auckland Plan does not endorse any specific port expansion proposal. The Plan acknowledges the Waitematā Harbour and Hauraki Gulf as Auckland-defining assets it seeks to protect and enhance, and expects the study of long-term options for the port to take this, and other stated outcomes, into account.

768_ Several strategic inter-regional connections other than the port and airport are critical to Auckland and the upper North Island, and are listed in Box 13.5.

769_ Additionally, we will protect the operations of our smaller airports such as Ardmore and Dairy Flat, (currently used for recreation), as they can provide a flexible alternative for future freight movements. Whenuapai Airbase is expected to continue its defence operations.

DIRECTIVE 13.7

Provide for the long-term needs of the Port of Auckland and Auckland Airport in an appropriate and environmentally sustainable manner, to support New Zealand's international freight, trading competitiveness, and visitor industry.

DIRECTIVE 13.8

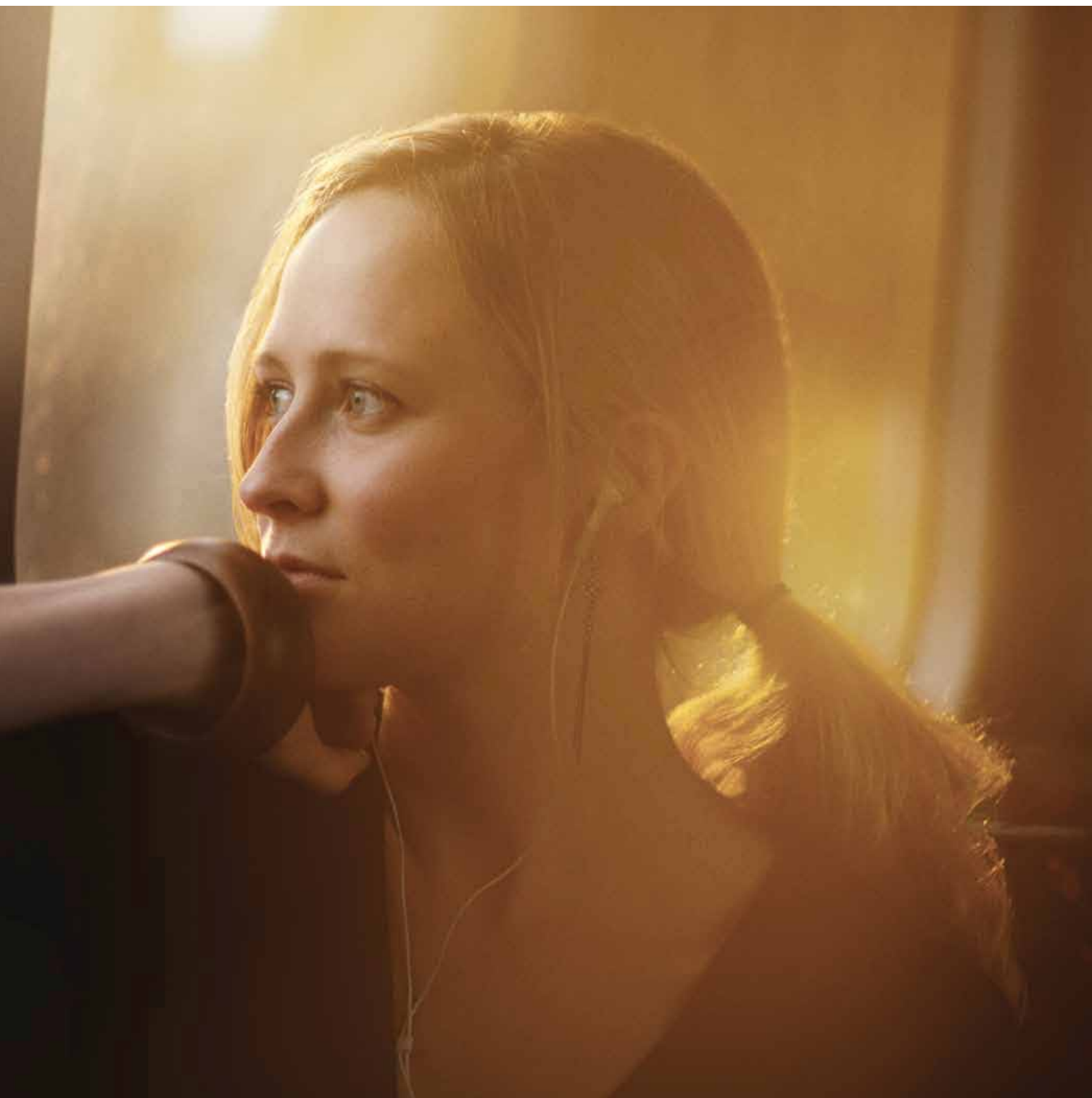
Support and advocate for effective inter-regional connections that support future growth and demand, and increased freight efficiencies.

BOX 13.5 KEY INTER-REGIONAL CONNECTIONS

- ▶ Northland Rail Line – the rail freight operation along the Northland Rail Line is an important strategic inter-regional freight connection between Auckland and Northland, reducing traffic pressure on the road network and providing access to the North Port.
- ▶ North Island Main Trunk Line (NIMT) – this is a key inter-regional connection. A third rail line will be required for rail freight movements (on the Eastern Rail Line and the NIMT Line between Westfield and Papakura), to remove conflict with increasing rail passenger movements.
- ▶ Pūhoi to Wellsford – this project is nationally important and aims to help revitalise the Northland economy. This project would address road safety issues, reduce journey times for freight, and improve access to Warkworth and the surrounding areas.
- ▶ Road connections to Waikato and Bay of Plenty – these routes (particularly State Highways 1 and 29) are of strategic importance, as they provide for movements between Auckland, Hamilton and Tauranga. They require upgrading and safety improvements to support future demand.
- ▶ Inter-regional passenger transport connections.
- ▶ Effective transport access to the Auckland airport and ports.
- ▶ Key walking and cycling inter-regional connections (see Map 13.3) - these present opportunities to connect to the National Cycle Trails. There are links with neighbouring hinterland in the movement of people, goods and services to and from Auckland, such as the proposed rail link between Pukekohe and Tuakau.

See Chapter 6: Auckland's Economy, and Chapter 12: Auckland's Physical and Social Infrastructure.





PRIORITY 3 PRIORITISE AND OPTIMISE INVESTMENT ACROSS TRANSPORT MODES

770_ Transport is a critical shaper and enabler of Auckland's future. Realising the vision for Auckland requires substantial public sector investment in transport, to enable the development of an integrated system that provides effective choices for people and businesses. It demands:

- ▶ a transformational improvement in the speed, capacity, reliability and connectivity of the public transport system
- ▶ selective improvement to the capacity of the strategic roading network, where alternative management options are not sufficient to address growth in travel demand
- ▶ improving the safety and efficiency of the regional arterial road network with the development of the freight, cycle, and public transport networks, and improved conditions for pedestrians
- ▶ increasing investment in walking, cycling and demand management measures.

771_ Over the next 30 years, several critical transport projects are needed for Auckland to cope with population growth. An efficient multi-modal transport system is key to achieving a well-connected and resilient transport system that will provide a greater choice for all parts of Auckland.

772_ There are approximately \$25 billion worth of assets in the transport system. These assets and services must be optimised to get the best value from existing investment. This includes maintenance programmes, traffic optimisation, and safety programmes.

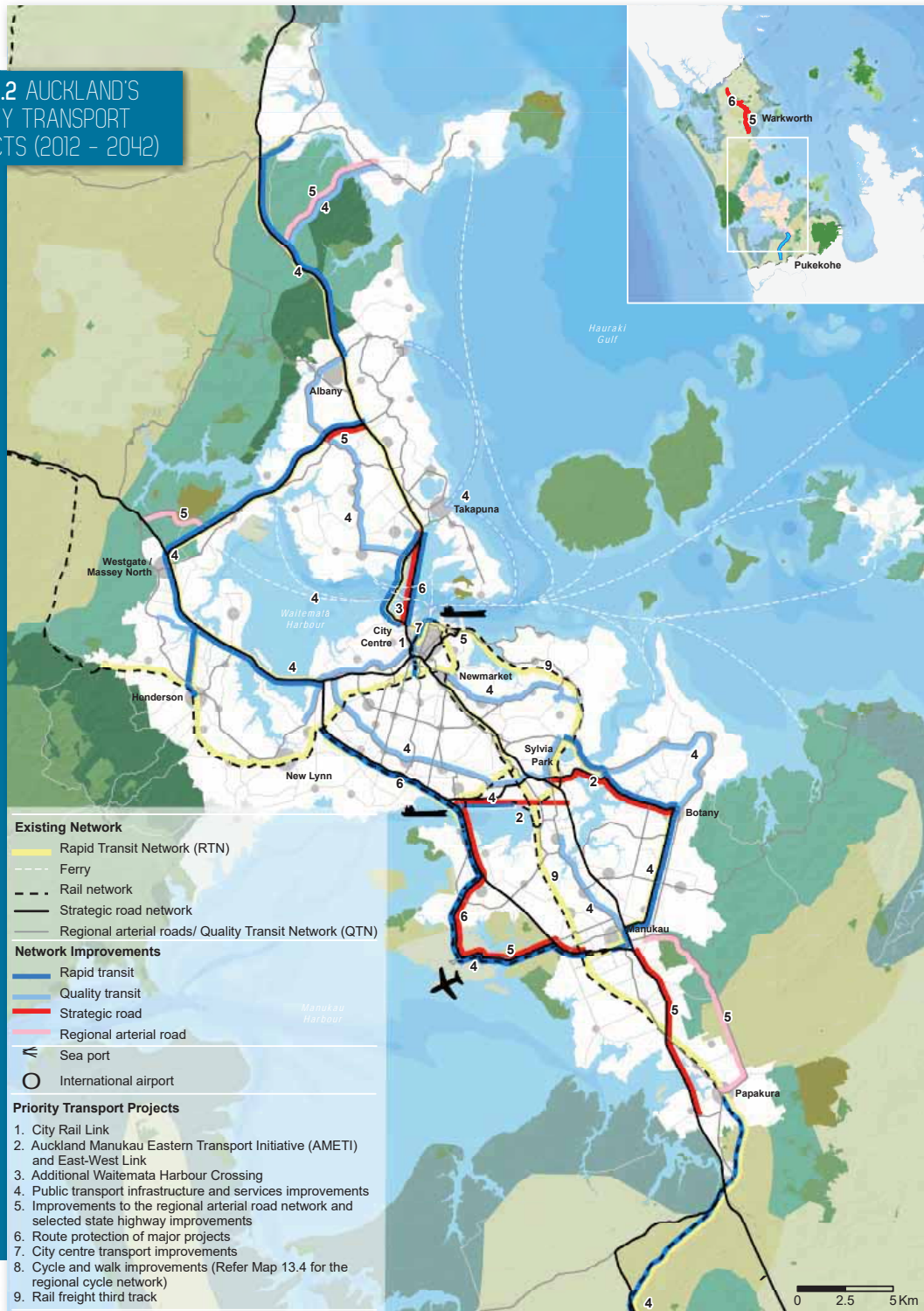
773_ Getting the best out of our existing transport assets will also involve managing demand. Much of Auckland's transport network is only at capacity during peak times, so spreading demand could ease congestion and reduce the need for expensive additional capacity. Measures include encouraging flexible work hours, possible time-related pricing mechanisms, school travel plans, workplace incentives for public transport, making walking and cycling more attractive, smarter parking policies, and more opportunities to work from home. These can manage demand without dampening economic activity.

774_ Key transport initiatives under way include: completing the state highway network, upgrading the public transport system, the Western Ring Route section at Waterview, and improving public transport service efficiency through initiatives such as integrated ticketing and electrifying the existing rail system. These projects are scheduled to be completed by 2016.

775_ However, completion of these 'catch up' projects still leaves Auckland well short of making the step change required to provide a modern, efficient, world-class transport system, which allows people to travel easily and goods to be transported efficiently. This is why the Auckland Plan places the highest priority on three new projects:

1. City Rail Link
2. AMETI and East-West Link
3. Additional Waitemata Harbour Crossing.

MAP 13.2 AUCKLAND'S PRIORITY TRANSPORT PROJECTS (2012 - 2042)





776_ These are important contributors to city shaping and development. Unlocking the transformational effect of these projects requires them to be funded and built within a reasonable time frame and as an integrated package. They are viewed as a package because together they will strengthen Auckland's capacity to build a robust, high-value economy and make the city more attractive to live in, work in and visit.

777_ Further strategically important transport projects and initiatives are required as the next order of priority:

1. Public transport infrastructure and service improvements (see detailed list in **Box 13.6**)
2. Improvements to the regional arterial road network and selected State Highway improvements (see detailed list in **Box 13.6**)
3. Route protection of major projects (including the top 3 projects above, rail and State Highway connections to airport, rail to North Shore, and Avondale to Southdown rail)
4. City Centre transport improvements
5. Cycle and walk improvements (Regional Cycle Network is shown on **Map 13.3**)
6. Rail freight third track.

778_ Together these projects form a multi-modal package which supports the planned growth and economic development in Auckland for the period to 2040. Although the projects take different forms, all are designed to move people, goods and services around, into and out of the region efficiently, without compromising the liveability of Auckland, or reducing its environmental quality. They are shown on **Map 13.2**.

779_ This suite of transport projects is crucial for Auckland's future and represents significant investment, which will require additional funding tools. Achieving the desired result requires all parties to collaborate closely, and consider alternate funding sources (see Priority 4).

780_ The timing of these projects is currently constrained by funding availability. The planning of major projects requires rigorous analysis of all costs and benefits. Projects will only proceed if they demonstrate value for money and contribute to the outcomes sought for Auckland and/or New Zealand. This process will also help to prioritise the timing of projects.

781_ Projects such as AMETI and the East-West Link, and the Western Ring Road realise their benefits when the complete project is in place. The timing of projects and their staging should generally be based on when the project is required and can best be delivered, rather than staging and part-funding a project over a prolonged period.

782_ By identifying the top priority project package and setting completion dates of 2021 for the CRL and AMETI/East-West Link, and 2031 for an additional Waitematā Harbour Crossing, steps can be taken to ensure that funding is available to implement each project when required. Alternative funding mechanisms are discussed below.

783_ Central government and Auckland Transport documents, such as the Government Policy Statement on Land Transport Funding and the Regional Land Transport Programme, set out the criteria for prioritisation. They must match available funding to projects.

784_ Auckland's transport priorities over the next three decades are outlined in **Box 13.6**. These projects will be further scoped and matched against available funding streams.

MAP 13.3 AUCKLAND'S REGIONAL CYCLE NETWORK



BOX 13.6 MAJOR TRANSPORT PROJECTS

First Decade: 2011 to 2020	Second Decade: 2021 to 2030	Third Decade: 2031 to 2040
<ul style="list-style-type: none"> ▶ Public transport service improvements, including bus services to the airport ▶ Integrated transport ticketing and fares ▶ Rail network electrification and increased train frequencies to 10 minutes ▶ Western Ring Route, Newmarket Viaduct and Victoria Park Tunnel completion ▶ Removal of pinch points in the strategic road network to improve throughput (such as widening from Hill Road to Takinini on the Southern Motorway and others) ▶ City Rail Link completion ▶ City Centre transport improvements (as described in the Auckland City Centre MasterPlan) ▶ Completion of the Auckland Manukau Eastern Transport Initiative and the East-West Link between State Highway 20 Onehunga and State Highway 1 ▶ Arterial road network improvements (with a focus on the movement of public transport and regional freight) ▶ Walking and cycling infrastructure improvements (includes completing 70% of the regional cycle network) ▶ Ferry network extension to Hobsonville and Beach Haven ▶ Route protection: <ul style="list-style-type: none"> ▶ Dedicated rail corridor to the Auckland Airport ▶ Additional Waitematā Harbour Crossing (road and public transport) ▶ Rail to the North Shore ▶ Avondale-Southdown rail corridor ▶ Construct the Pūhoi-Wellsford Motorway, first Phase Pūhoi to Warkworth ▶ Complete electrification of rail to Pukekohe 	<ul style="list-style-type: none"> ▶ Construct rail to Auckland Airport ▶ Continue improvements to the arterial road network (with a focus on the movement of public transport and regional freight) ▶ Complete construction of an additional harbour crossing (road and PT) ▶ Construct improved rail and road access to the port ▶ Extend the Northern Busway from Constellation to Silverdale and from Onewa to the City Centre with bus lanes on the Auckland Harbour Bridge ▶ Triple-track the North Island Main Trunk rail line (the Port to Westfield to Papakura) for rail freight ▶ Construct the Warkworth-Wellsford motorway ▶ Improve airport road access - SH20A and 20B ▶ Complete the regional cycle network ▶ Continue removal of pinch points in the strategic roading network to improve throughput ▶ Continue City Centre transport improvements (as described in the Auckland City Centre MasterPlan) ▶ Route protection: <ul style="list-style-type: none"> ▶ Constellation-Westgate-Henderson rapid transit route ▶ Extend the busway from Botany to Flat Bush to Manukau ▶ Investigate extending the ferry services along both the north-eastern coastline and the southern coastline, especially for recreational and leisure opportunities 	<ul style="list-style-type: none"> ▶ Renew optimisation initiatives to take advantage of technology developments ▶ Construct busway along SH16 between Lincoln interchange and Waterview interchange ▶ Construct the Avondale-Southdown rail connection ▶ Implement transport infrastructure and services in new greenfield areas to support their development.



785_ These projects form a single system, integrated transport network for Auckland over the next 30 years. An indicative ratio of expenditure on the different transport activities over 30 years has been forecast as: roads 57%, public transport 40%, walking, cycling and travel demand management 3%.

DIRECTIVE 13.9

Jointly develop Auckland's transport system, making the best use of existing infrastructure and new investments.

786_ Auckland's rural communities face very different transport issues to those in urban centres. Many communities are relatively remote, and residents must travel long distances. Most rural areas have no public transport service other than a school bus service, and for most, travelling by private car is the only viable option. Around 30% (1,000kms) of rural roads are unsafe at times, especially for visitors not used to driving on metal roads, and for people walking, cycling and horse riding. The Auckland Council is investigating a programme of sealing rural roads where traffic volumes are high and where safety is impeded, and decisions will be made taking into account safety, function, amenity and character (see **Box 13.1**).

787_ Rural production is important to Auckland (see Chapter 9: Rural Auckland), and generates freight and commuter traffic. Rural roads also provide Aucklanders and visitors with access to a number of regional parks and other recreational opportunities, which increases the volume of traffic on those roads. These risks must be managed to ensure the safety and efficiency of Auckland's rural roading network through appropriate levels of service.

788_ Pūhoi and surrounds are an important tourist destination, but this may be at risk if the Pūhoi to Wellsford motorway does not provide access to/at Pūhoi. An investigation should consider a low-cost exit and entry for northbound traffic at Pūhoi, to support tourism and the economy in this area.

DIRECTIVE 13.10

Investigate and provide appropriate levels of service across the rural road transport network through:

- 1 regular resealing and maintenance of the existing rural roads,
- 2 sealing unformed roads where there is a reasonable level of traffic, subject to investigation and prioritisation,
- 3 providing feasible forms of public transport and park and ride facilities on urban fringes to allow access to the urban public transport network,
- 4 investigating bus services, including dual-purpose school buses,
- 5 improving cycleways and walkways near and within town centres and in the vicinity of schools.

PRIORITY 4 IMPLEMENT NEW TRANSPORT FUNDING MECHANISMS

789_ Critical infrastructure projects, such as the City Rail Link and additional Waitematā Harbour Crossing, are essential investments to enable Auckland to grow and be economically successful, but they require funding sources in addition to those traditionally used.

790_ For Aucklanders to reap the transformational benefits of these investments, they will also have to bear a significant part of the costs of these planned improvements to the transport system.

DIRECTIVE 13.11

Examine and implement new revenue tools and funding mechanisms as contained in Chapter 14.



791_ Over the 30-year period of the Auckland Plan, new funding mechanisms will be required to help finance the approximately \$10 to \$15 billion funding shortfall for transport projects. The funding gap is most prominent in the first decade, with insufficient funds available to put in place projects such as the City Rail Link, AMETI and East-West Link. A range of funding mechanisms is being considered (refer to the March 2012 Discussion Document "Getting Auckland Moving – Alternative Funding for Transport") including:

- ▶ general rates
- ▶ targeted rates
- ▶ development contributions
- ▶ tax increment financing
- ▶ regional fuel tax and road user charge/diesel levy
- ▶ tolling new roads
- ▶ road pricing on existing roads (i.e. some form of network charging or congestion charging)
- ▶ additional car parking charges
- ▶ visitor taxes
- ▶ airport departure tax.





792_ Transport funding over the 30-year period must be agreed by the Auckland Council and central government, and must benefit users and those who contribute funding. It is likely that a mix of funding mechanisms will be required for a package of transport projects. Studies will be conducted jointly by the various planning and delivery agencies. A more flexible approach to financing will assist in accelerating transport improvements in Auckland. The transport direction set out in this Plan is informed by funding currently available, and potentially available from new funding mechanisms.

793_ These funding mechanisms could result in additional costs for people who use the transport system, but the improvements they fund will ultimately lead to a better transport system for everyone.

794_ These mechanisms will help to manage the level of congestion on the road network, and make journey times more reliable. However, there may be unintended impacts on communities that will have to be managed and mitigated.

795_ Implementing the transport improvements outlined above will achieve an integrated single system in 2040 that meets the needs of Aucklanders and visitors, and improves Auckland's economy, amenity, and environment. It will allow for future population growth and economic development, and help deliver the vision for Auckland.

BOX 13.7 CHOICES FOR AUCKLANDERS

The following are transport-related matters that Aucklanders will need to consider over the 30-year implementation period of the Auckland Plan. Although this is speculative, it is intended to help understand the changes that are proposed. By 2040:

Lifestyle - there will be greater choice of lifestyle in terms of living in higher-density centres, suburbs, new greenfield areas or rural areas. Transport access to employment and social activities will vary for each location.

Travel mode – most people will have improved alternatives to driving a car, including walking, cycling, public transport, car pooling and telecommuting. Vehicles will be fuel-efficient and electric cars will be readily available. People will have to consider what mode of travel to use.

Cost of travel – the cost of car travel is likely to increase significantly as car parking costs and fuel costs rise (even though vehicles are likely to be more fuel-efficient) and tolls or road pricing may potentially be introduced. Rising transport costs also affect the cost of goods and services. People will choose how often they travel, how far they travel, and car affordability for their households.

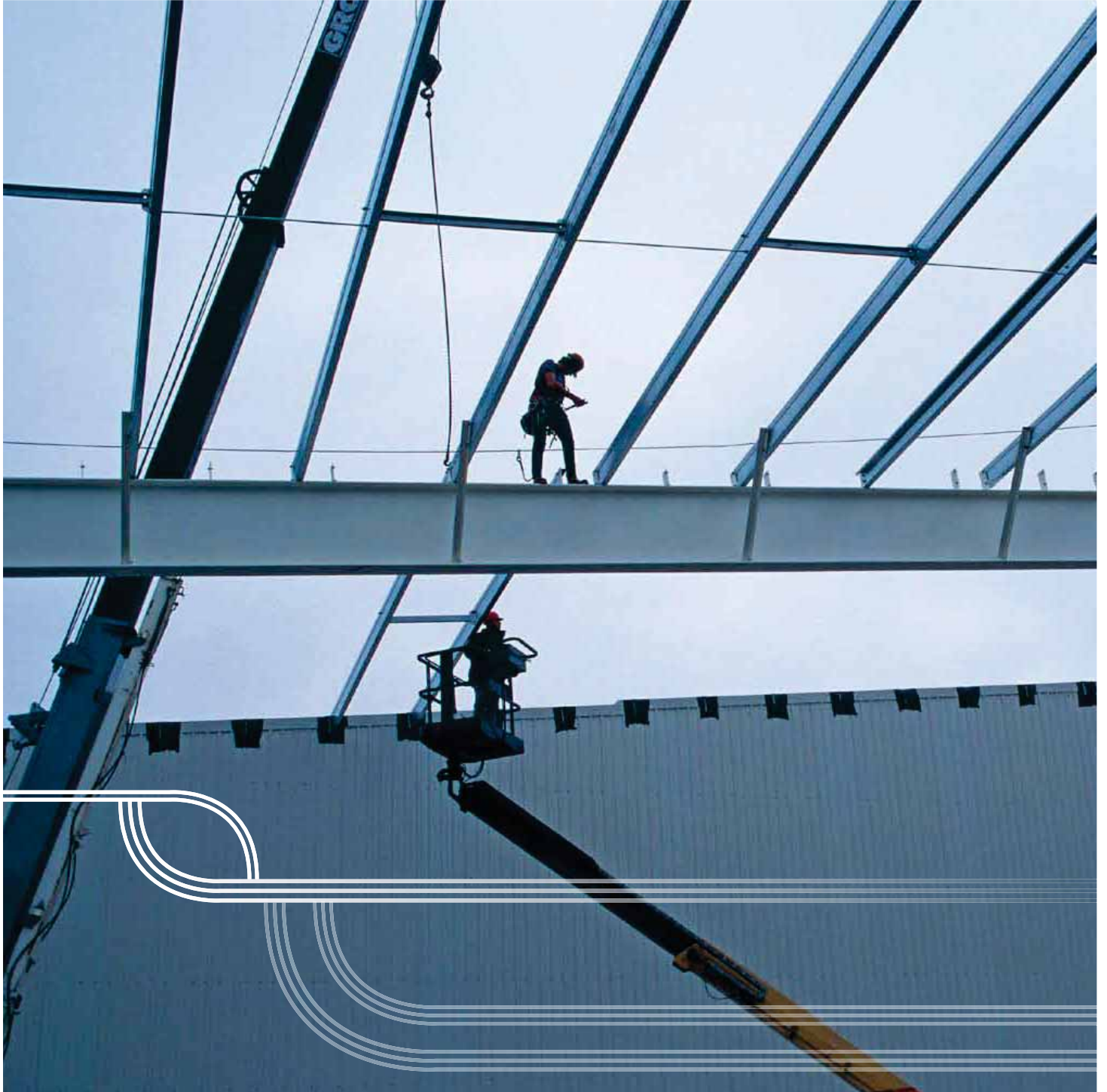
Trip patterns – congestion will deter some trips by motor vehicle. People may choose to walk, cycle or use public transport to avoid congestion. More deliveries are likely to be made outside peak times. Some people may choose to conduct their activities locally and work from home where possible.

Travel times – travel times may increase as congestion grows. People may wish to pay for travel on some routes to avoid congestion. Others may choose to car pool, use public transport or defer a trip to a time when it is easier to move around.

CHAPTER 14

IMPLEMENTATION FRAMEWORK

UPOKO 14 - TE TUAPAPA TOKO Ā MAHI





AUCKLAND STAKEHOLDERS AND AUCKLANDERS WORK TOGETHER TO DELIVER THIS PLAN.

*KA MAHI NGĀTAHI NGĀ UEPŪ O TE HAPORI ME NGĀ IWI
O TAMAKI MAKAURAU E OTI AI TE MAHERE*

796_ The Auckland Council leads the co-development of the Auckland Plan. Its implementation involves the investments and actions of many parties, in particular private providers and central government, to achieve the targets and actions outlined in this Plan; for example, working with New Zealand Transport Agency on major transport projects, and other agencies in order to deliver key targets. Implementation requires alignment and coordination between central and local government, the private sector, institutions and non-government organisations, and Auckland's communities.

THE COUNCIL WILL ALIGN ITS INTERNAL OPERATIONS, ACTIONS AND INVESTMENTS TO ACHIEVE THE PROMISE OF THE AUCKLAND PLAN.

797_ Realising the Plan's vision and providing for Auckland's growth require substantial investment, particularly in infrastructure. All parties are working in constrained fiscal environments, so shared investment programmes need to be carefully analysed, negotiated, implemented and monitored.

798_ One of the most significant investment mechanisms at the Auckland Council's disposal is to manage demand rather than simply assume the need for new investment. The projected population growth challenge in Auckland means that the Council must investigate innovative approaches to funding and financing the infrastructure and services required to deliver the Plan.

799_ Recent research into public sector decision-making processes emphasised the need to explore alternative investment options adequately, including 'non-investment' solutions.⁷¹

800_ The Auckland Plan can enable significant cost efficiencies by coordinating the investment decisions of different providers to coincide with sequenced changes in land use and community development. It provides the opportunity to coordinate planning among the different agencies and the chance to work collaboratively to achieve the best long-term results. The National Infrastructure Plan (NIP) 2011 signalled central government's expectation that its agencies will develop business cases that consider the direction for land use, growth and infrastructure needs outlined in the Auckland Plan.

801_ This chapter considers five issues:

1. Internal Auckland Council alignment to implement the Auckland Plan.
2. Central government's contribution to the Auckland Plan.
3. Developing a long-term sustainable financial strategy.
4. Building enduring implementation partnerships.
5. Supporting integrated re-development and infrastructure provision.

Internal Auckland Council alignment to implement the Auckland Plan

802_ Auckland Council has the potential to create synergies and economies of scale to tackle Auckland's issues. It is a large organisation with seven substantive Council Controlled Organisations (CCOs). The Council will align its planning, internal operations, actions and investments to achieve the outcomes of the Auckland Plan.

803_ Currently, several plans set out rules for growth and development activity across Auckland. Rather than revising these to be more consistent with the Auckland Plan, the Council will develop a new, integrated plan for Auckland – the Unitary Plan. The Unitary Plan will combine both regional and district planning functions to give effect to the Auckland Plan, using rules and incentives to achieve high-quality outcomes. It will contain the provisions to ensure growth and development occurs in accordance with the principles outlined in Chapter 8: Urban Auckland, Chapter 12: Auckland's Physical and Social Infrastructure, and Chapter 13: Auckland's Transport. Development that respects its context, contributes to a high-quality environment, and is in accordance with the Auckland Plan's outcomes can expect to have an easier path through the consenting process. It is intended that the Council notify the Unitary Plan for submissions in early 2013.

804_ The development of appropriate zoning across Auckland within the Unitary Plan will help implement the Auckland Plan. This will include translating growth into zoning for intensification, in particular aligning land use and transport. Zones will set out criteria for different housing types and mix of uses.

805. It is intended that the Unitary Plan will be administered in a new way. It will:

- ▶ be clear on process
- ▶ be simple
- ▶ be outcome-focused
- ▶ indicate what activities require public notification and what do not
- ▶ provide stronger and more direct objectives and policies
- ▶ use rules only where critical
- ▶ manage intensification scale and form through urban design parameters
- ▶ only put proposals into the resource process if the outcome justifies this.

806. A key regulatory tool is the Long Term Plan (LTP). It combines all Council and CCO funding across Auckland and must, by law, provide for a balanced budget over the 10-year plan period. It will provide the basis for staging and phasing Council/CCO projects. The LTP will include policies on the use of development contributions, rating policies (remissions, postponements, specific local board rates), use of Public Private Partnerships (PPPs), user charges, central government/NZTA subsidies and potential central government partnerships.

807. Further information on the tools available to achieve the development strategy are identified in **Table 14.1 – Implementation tools – options for consideration to achieve the Development Strategy.**

808. Auckland Council will prioritise its own investments towards achieving the most cost-effective, highest-value, and equitable investment programmes. The Council has a number of mechanisms and processes to ensure its substantive CCOs' activities are aligned with the objectives and priorities of the Council. Namely:

- ▶ the annual Letter of Expectation that provides guidance to CCOs to inform the Statement of Intent (SOI) process by communicating the Council's priorities for each CCO each year. Under the Local Government (Auckland Council) Act (2009), substantive CCOs are required to act consistently regarding relevant aspects of any plans or strategies of the Council, to the extent specified in writing
- ▶ the Statement of Intent (SOI) is an essential part of the accountability regime for CCOs, as it sets out:

- 1 How the CCO's activities will contribute to its outcomes (which contribute, in turn, to the Auckland Plan)
- 2 How the CCO's performance will be measured in relation to these outcomes
- 3 The specific performance targets that each CCO expects to meet.

809. CCOs are required by legislation to submit their draft SOIs by March every year, in order to facilitate the Council's Long Term Plan process. The budgets of the SOIs are a major input to the Council's Long Term Plan.

810. The strategic framework of the Council that supports internal alignment towards the achievement of the Auckland Plan is illustrated and discussed in Section A (**Figure A3**).

Central government's contribution to the Auckland Plan

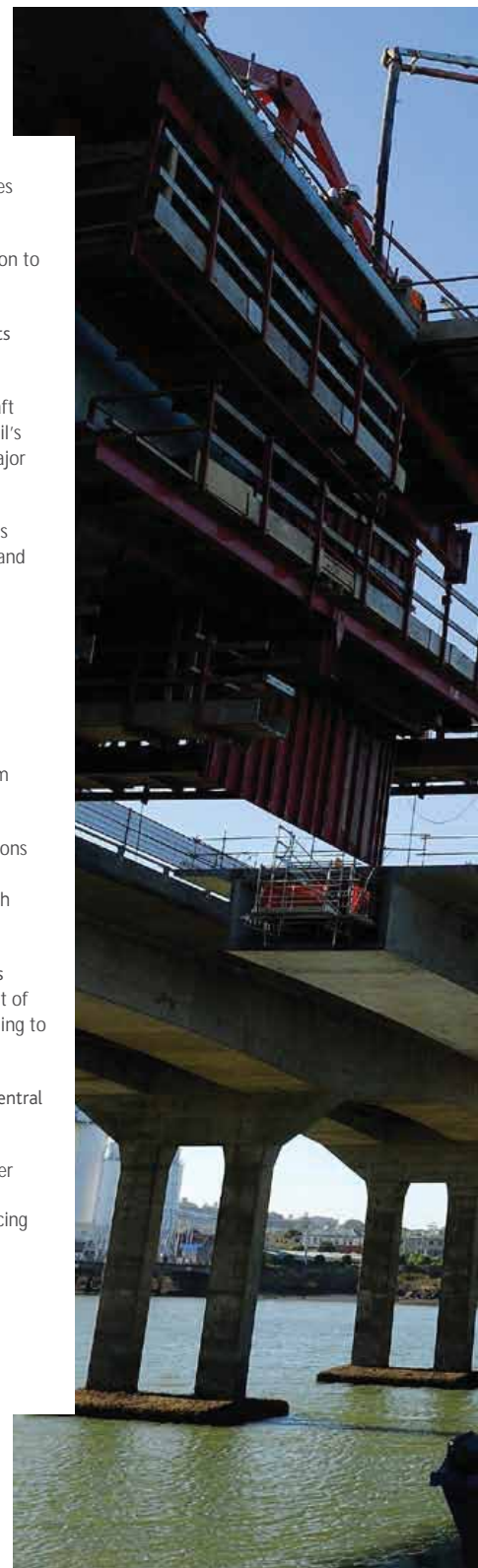
811. Initiatives in the Auckland Plan relate to areas of both central government and Auckland Council funding. Infrastructure will in some cases require joint funding from both organisations.

812. Central government has indicated that its contributions will be limited, given the fiscal deficits and the need to give priority to funding the recovery from the Christchurch earthquake of 22 February 2011.

813. Given fiscal constraints, Auckland Council recognises that government agencies will seek to get better value out of existing investments, and to prioritise investments according to the highest value use.

814. There are benefits from the Auckland Plan to both central government and the Auckland Council. For example:

- ▶ central government can help the Auckland Council deliver through its own decision-making, including by requiring agencies to use the Auckland Plan to inform the sequencing and location of government-funded infrastructure and services over time
- ▶ the Auckland Plan can help improve outcomes from the existing investment processes.





815_ The Auckland Plan will be an important input to the strategic and business case development for all central government capital investments in Auckland.

816_ Central government currently spends approximately \$18 billion in operating funding annually in Auckland, much of it in the social development area. The Plan provides an opportunity for government agencies to align with the strategies in the Plan, developed in partnership with central government, to achieve improved quality of expenditure and enhanced outcomes from current expenditure. The Southern Initiative represents the type of partnership approach to be developed between the Council and central government.

817_ Central government continues to work towards the implementation of the National Infrastructure Plan. An underlying goal is to build a better evidence base to guide future investment decisions and increase the departmental knowledge base on how existing assets can be better utilised. Strongly linked to this is how we can better utilise existing assets, and inform the timing of future investment. This work will focus specifically on the water and transport sectors.

818_ Performance measures and indicators will enable a more comprehensive, robust analysis of the state of New Zealand's infrastructure and how it is performing. Specifically focusing at a national and sector level, these measures will be used to track progress and improvements, and inform where performance needs to increase, or new investment may be required.

819_ Central government is focused on working with Auckland Council, and sharing as much of the information and lessons learned as possible, to promote and foster ongoing collaboration in the pursuit of mutually agreed outcomes.



Developing a long-term, sustainable financial strategy for Auckland Council

820. The Auckland Council has a responsibility to ensure that Auckland is appropriately served by its infrastructure and facilities, and to ensure that every ratepayer dollar is spent prudently. Consequently, a Financial Strategy supports the priorities, locations, sequencing and directions established in the Auckland Plan, adopted alongside the Long Term Plan, which in turn provides the detail of the Council's new investments, and its contribution to multi-party projects. The Financial Strategy improves the transparency of the Council's activities, and facilitates careful financial management and consultation on funding proposals.

821. Auckland Council has a substantial balance sheet and a variety of funding mechanisms at its disposal. However, Auckland's infrastructure requires significant investment to support regional growth and deliver on the challenges outlined in the Auckland Plan. There is limited public tolerance of rates increase to service debt; therefore new, innovative funding tools to support the major projects in this Plan are needed.

822. At present the Council is examining the operating impact of capital works. It uses debt to fund its share of capital for long-life assets to spread costs fairly over time, and funds associated operating expenditure from rates and other sources of funding.

823. The Council plans to invest approximately \$1 billion per year in the renewal of existing assets, in improving service levels, and in building new assets across Auckland. These planned investments will allow the Council to plan for growth in line with estimated demand, and to transform parts of Auckland in line with the Development Strategy.

824. The Council's approach is therefore to:

- ▶ minimise costs to achieve the required investment and service delivery

- ▶ prioritise investments – this may mean that it cuts back on some of the things it does
- ▶ attain fair and appropriate levels of revenue and funding from non-government sources
- ▶ seek appropriate contributions to both capital and ongoing operating expenses from central government agencies
- ▶ provide the balance of funding by Council
- ▶ use economies of scale and the Council's asset base to secure better investments.

825. The Council is also investigating new approaches to funding and financing the infrastructure and services required to deliver the Plan's outcomes. These include the use of market- and incentive-based tools, efficient and flexible pricing of infrastructure and service delivery, demand management and private sector participation. The Council will use funding and financing tools available within existing legislation, and seek legislative change where that may be necessary. A summary of these follows in **Table 14.1**. Council will investigate how these may be applied to particular programmes through the development of the Financial Strategy. Because of the complexity and implications of introducing new funding tools, this will take a period of time to develop.

826. Several key infrastructure investments are identified as critical over the time frame of the Auckland Plan. The projects and their estimated time frames and costs are appended in **Addendum Table 3**. The costs are significant, and suggest a shortfall of between \$10 billion and \$15 billion. Current funding mechanisms are insufficient on their own to cover this expense, both regionally and nationally. Debt can be used to enable early progress, provided there are funding measures in place to service the debt.

Building enduring implementation partnerships

827_ Implementing the Auckland Plan hinges on all of the Auckland partners working together to align priorities and ensure the directives and targets in the Plan are realised. Partner organisations (not exhaustive) include:

- ▶ central government agencies and departments (e.g. Treasury) to develop a shared decision-making framework for capital project investment, such as the 'better business case' approach outlined in the National Infrastructure Plan (NIP) to coordinate investment programmes across the public sector. The NIP states that central government expects its agencies to consider the Auckland Plan's land-use and infrastructure strategies in their investment decisions
- ▶ the private sector, including developers, infrastructure and service providers, business organisations and institutions, to understand the imperatives, constraints and hurdles to be overcome in meeting Auckland's growth challenge. The thirty-year time horizon encourages a long-term view. In identifying key investments and how they are to be sequenced and prioritised, the Auckland Plan serves a critical role in providing certainty for private sector investment. BOOTs (Build Own Operate Transfer), BOO (Build Own Operate), BOT (Build Operate Transfer), DBFO (Design Build Finance Operate), BTO (Build Transfer Operate), BLT (Build Lease Transfer) and other similar arrangements are a means of engaging the private sector in building and operating infrastructure assets
- ▶ the voluntary and community sector will be strengthened through Local Boards that provide opportunities for active engagement with communities. Social sector groups (such as tertiary, education and health institutes) and non-government bodies can access non-traditional funding and shape integrated implementation methods
- ▶ neighbouring regions (Northland, Waikato and the Bay of Plenty) through the Upper North Island Strategic Alliance (UNISA) to align cross-regional planning objectives, leverage opportunities for cost efficiencies around infrastructure and services and deliver better outcomes for Auckland and for all of New Zealand (see Chapters 6: Auckland's Economy, 9: Rural Auckland and 12: Auckland's Physical and Social Infrastructure). Priority issues include economic development, transport, tourism, emergency preparedness, ports, waste and water
- ▶ Māori stakeholders and investors who have indicated their willingness to become more active development partners in Auckland.

828_ There are numerous instances where partnerships and collaboration will be critical to Plan delivery. Partnering is dynamic, multifaceted and has the potential for different types of arrangements to be developed, to deliver infrastructure and community and economic development outcomes (see Figure 14.1). A comprehensive process of engagement and planning with stakeholders will clearly define roles and expectations. Section C: The journey to 2040, establishes principles for implementing the Auckland Plan. All who contribute to the Plan's implementation are encouraged to adhere to these principles.

FIGURE 14.1 THE 'WORKING TOGETHER' CONTINUUM



829. The National Infrastructure Plan (NIP) sets out a framework for the development of infrastructure in New Zealand over the next 20 years. It presents investment principles and central government’s ambitions in the long term. It will support and give certainty to the private sector and local government in their infrastructure planning, by stating national-level expectations and policy settings.

830. Where infrastructure investment decisions are well aligned to other infrastructure and service-level investments, across sectors and agencies, and with land-use strategies and areas of population growth identified, asset use and investment allocation are maximized. For example, we want schools, hospitals and roads to be located where growth is going to occur, and growth to be encouraged where there is already sunk investment in infrastructure networks and services. The Auckland Plan presents a shared strategy for growth.

831. As part of the Action Plan for the NIP, the central government will publish 10-year capital intention plans to provide more detailed information about future infrastructure investment. This will assist in the delivery of the Auckland Plan by providing more certainty for investors and decision-makers.

832. Figure 14.1 illustrates the range of partnership tools and coordination mechanisms that are likely to be used in the development and regeneration of the places outlined in this Plan.

Supporting integrated re-development and infrastructure provision

833. Different development areas in Auckland require different approaches to implementation and funding. Some projects will be led by the market and others will require joint Auckland Council and central government investment and action.

834. The alignment of investment decisions and other actions in the development process require responses which are tailored to specific places. Large development and regeneration programmes may require development agency approaches to co-ordinate multiple agencies and inputs over a prolonged period of time. Others may require lower-level co-ordination mechanisms.

835. In some parts of Auckland, the Council may need to be proactive to achieve the outcomes of this Plan: in particular, in prioritised intensification centres where the development market might not readily go, yet where it would be logical to regenerate or to intensify (for example around a transport node). In these places, the Council could assist in different ways, such as with land assembly in key regeneration sites, or selling back to the private sector a site that is significantly easier to develop in a comprehensive way.

DIFFERENT DEVELOPMENT AREAS IN AUCKLAND REQUIRE DIFFERENT APPROACHES TO IMPLEMENTATION AND FUNDING.

836. Auckland Council has a number of potential tools available to help achieve a compact urban form. These tools (not an exhaustive list) are illustrated in Table 14.1. It is important to note that these are only potential options available, and that more work is required to identify the suitability of these to Auckland.



TABLE 14.1 – IMPLEMENTATION TOOLS – OPTIONS FOR CONSIDERATION TO ACHIEVE THE DEVELOPMENT STRATEGY

Funding Tools			
Borrowing	Borrowing is a major source of funding for council's capital expenditure programme. Debt enables council to finance the acquisition of new assets over long time frames, often reflecting the long, useful lives of the assets. Councils typically either raise debt through selling council bonds or borrowing directly from banks. By using debt, councils can better balance the payments by different generations of ratepayers for the use of those assets, to achieve inter-generational equity. That is, it may be inequitable for the current generation to completely pay for assets (in existing rates) that the next generation of ratepayers will use, and vice versa.	Financial contributions	Financial contributions are charged to recover costs associated with the effects of growth. They differ from development contributions as funds raised are used to manage the adverse effects of particular developments. For example, a new development requiring a controlled intersection to ensure safe access may be given resource consent subject to a financial contribution being made to fund the installation of traffic lights.
	General rates	Rates are used to fund services for broad use by the population where it is difficult to identify and charge specific users. Examples include funding roads and parks, which are accessed by most of the population. Rates can also be used for social equity reasons, where councils determine that people should have access to a particular service regardless of their ability to pay (such as library services).	Investment and asset sales
Targeted rates		Targeted rates provide a mechanism for councils to charge a specific group of ratepayers for a service, where those in the group targeted are the primary beneficiaries; for example, if the service is highly localised, or if the service only benefits a certain group of ratepayers (such as businesses).	Regional/local fuel tax
	Tax increment funding (TIF)	Tax increment funding (TIF) schemes have primarily been used in the USA to finance the infrastructure associated with urban renewal programmes. TIF schemes are based on capturing a share of the value that falls to landowners from a public sector infrastructure investment, and are generally used in regeneration areas that have tightly defined boundaries.	Road pricing
Lump sum contributions	Councils have the ability to levy lump sum contributions to fund infrastructure costs. Lump sum contributions are offered to ratepayers as an alternative to a targeted rate. In this respect they are not a different tool for councils to fund activities but rather a different way for ratepayers to meet their costs.	Congestion charging	A congestion or cordon charge is a fee charged for operating a motor vehicle at certain times within a particular area. This has been successfully used in some cities to reduce congestion, promote a mode shift to public transport, walking or cycling, and raise investment funds for the transport system.
		Network charging	Network charging is a form of road pricing, which can be used to charge tolls across an entire network to fund the future transport system. For example, vehicles could be charged on joining a motorway network. This would require a legislative change in New Zealand, as it is not currently permissible to tax existing roads.
Development contributions	Development contributions are levied on new developments to fund council expenditure on new assets required to accommodate growth. As towns and cities grow, councils need to invest in roads, stormwater pipes, parks and community facilities to cater for the increased population. Development contributions are charged to recover these costs from the new developments, rather than from general ratepayers.	Car parking charges	It is possible under current legislation to tax car parks using a targeted rate. This would make car parking more expensive, and encourage people to choose other modes such as public transport, thus reducing traffic congestion.



TABLE 14.1 CONTINUED – IMPLEMENTATION TOOLS – OPTIONS FOR CONSIDERATION TO ACHIEVE THE DEVELOPMENT STRATEGY

Delivery mechanisms	
Unitary Plan	<p>The Unitary Plan will be one of the main tools to integrate and prioritise spatial development across Auckland. As well as providing the appropriate zonings across Auckland, it will provide appropriate measures for delivering high-quality urban design outcomes.</p> <p>Notification and non-notification provisions in the Unitary Plan, while offering a tool for facilitating implementation, will require further work to determine whether better outcomes can be created by using the tool in more innovative ways.</p>
Long Term Plan (LTP)	<p>The LTP is the other main tool for delivering the outcomes in the Auckland Plan, and providing a balanced budget over the 10-year period to ensure all programmes and actions can be implemented. The LTP will reflect staging and phasing of intentions for Council/CCO projects, including policies on development contributions, rating policies, public-private partnerships, user charges and potential central government partnerships.</p>
Other statutory provisions	<p>The Council and its partners operate under a wide range of New Zealand statutes, notably the Resource Management Act 1991, Local Government Act 2002, Building Act 2004 and Public Works Act 1981. Proactive use of statutes to achieve the key directions set out in the Auckland Plan needs to be advanced, not only in terms of funding and implementing infrastructure and programmes, but also in ensuring good design outcomes and in achieving social and community outcomes.</p> <p>Legislation needs to be used more effectively and processes under legislation need to be streamlined to fast-track applications and achieve better outcomes.</p>

TABLE 14.1 CONTINUED – IMPLEMENTATION TOOLS – OPTIONS FOR CONSIDERATION TO ACHIEVE THE DEVELOPMENT STRATEGY

Institutional tools	
Partnerships	Auckland's development hinges on the participation of many agencies. Council must work with central government and other parties and develop a shared decision-making framework to ensure the alignment of investment decisions and other actions in the development process. There are several ways in which Council can enter into formal partnerships, such as – public-private partnerships, partnerships with iwi, strategic alliances and joint ventures with neighbouring regions. Figure 14.1 illustrates the range of degrees of involvement in partnerships, from less formal coexistence and networking to formal partnerships.
Advocacy	Advocacy can educate the community about the importance of a high-quality built environment. This includes – providing public education regarding housing choices; providing ongoing industry training for planners and urban designers; and the use of a 'value-driven' approach to engage with the market (i.e. establish where/how quality design adds value).
Design review and design manual	Generally applied to significant proposals or proposals in strategic locations, design manuals provide a basis for dialogue with the developers and their designers to maximise opportunity and achieve outcomes that reflect each site's context and character.
Other strategic council documents	Ensuring other strategic Council documents (e.g. strategy, policy, master plans, structure plans) are consistent with the Auckland Plan is critical to ensure the desired outcomes are achieved.
Development agency	Development agencies can assist in achieving Auckland Plan directions. Development authorities can exist outside councils but have planning powers, such as Vic Urban, which has the mandate to undertake multiple development/redevelopment projects.
CCO Initiatives	<p>Working with and supporting the CCOs on the planning and delivery of projects will be a powerful implementation tool for achieving Auckland Plan directions. To illustrate, Auckland Council Property Limited (ACPL) could deal with key aspects of successful developments:</p> <ul style="list-style-type: none"> • commercial viability; • form of projects (design and quality aspects); • facilitation (ensuring streamlined processes, enabling development). <p>Options include:</p> <ul style="list-style-type: none"> • outright sale of Council land in priority locations to facilitate development • sale of Council land with restrictions that specify or restrict its use to achieve desired outcomes • staged or preferential sale options reducing developer risk, where Council does not charge the maximum price or allows payment to be deferred until the developer is ready to sell lots or buildings • development partnerships with Auckland Council Property Limited (ACPL), working with Housing New Zealand, Iwi and the private sector to combine contiguous land holdings to achieve better outcomes • development agreements where ACPL secures land for key infrastructure within major developments • Council-led development, with ACPL taking a stake in development with a private sector partner with all associated risks.



Ongoing implementation

837_ Auckland Council has to ensure that the outcomes of the Auckland Plan can be successfully achieved at all levels. The directions in section 79 of the Local Government (Auckland Council) Act (2009), state that the Auckland Plan must establish the platform for:

- ▶ coherent and co-ordinated decision-making by Auckland Council and its partners in critical infrastructure, services and investment provision (s79(3)(c))
- ▶ identification of the existing and future location and mix of critical infrastructure, services and investment in Auckland (s79(3)(c))
- ▶ alignment of implementation plans, regulatory plans and funding programmes within Council itself (s79(3)(d))
- ▶ identification of policies, priorities, land allocations and programmes and investments to implement the strategic direction (s79(4)(f)).

Successful implementation depends on good relationships among the partners and strong alignment in what they do. The focal aspects of implementation are:

- ▶ alignment of the Long Term Plan
- ▶ regulatory plan alignment through the Operative Plan in the interim, and the Unitary Plan
- ▶ wider Council strategy and policy framework alignment
- ▶ Central government contribution
- ▶ infrastructure and service provider alignment
- ▶ developer and delivery agency alignment
- ▶ community organisation and non government organisation alignment.



Alignment will take time. A process has to be put in place to work towards these ideals until they become an everyday part of thinking and working by all the Auckland partners.

838_ The Implementation Addendum does two things:

- ▶ it provides a starting point for implementation
- ▶ it provides a process for reviewing progress on the many projects, policies and programmes proposed to be undertaken.

839_ As a starting point for implementation, the Implementation Addendum contains a list of critical infrastructure projects, timelines, priorities and actions considered necessary to achieve the strategic directions.

These are listed in **Addendum Tables 1 to 6**. They are likely to change as implementation goes ahead, but reflect current thinking at the time of the adoption of the Auckland Plan as to how the directions can best be achieved.

840_ The Implementation Addendum sets out the process for conducting an Annual Implementation Update which is to be carried out by the Auckland Council when it prepares its Annual Plan. The update will not only review progress, but also seek responses from Auckland Council and its partners to deal with variations to progress, improve approaches, and better achieve outcomes.



CHAPTER 15

MEASURING PROGRESS

UPOKO 15 - KA TITIRO WHAKAMUA NGĀ
PĀINGA ME PĒHEA







REGULARLY REVIEW PROGRESS AGAINST TARGETS AND ADOPT ACTIONS TO DELIVER THE PLAN.

AROTAKENGIA NGĀ KAUPAPA IA TE WĀ, Ā, WHAKARITEA HE ĀHUATANGA ANŌ KIA AHU WHAKAMUA TONU AI TE MAHERE.

841_ Effective monitoring and clear evaluation processes are critical to the successful implementation of the Auckland Plan. A robust monitoring and evaluation framework provides a mechanism for tracking progress towards the strategic directions and targets outlined in this Plan, and can inform appropriate policy development and response.

A PROCESS OF MEASURING, MONITORING AND REVIEW WILL CHART PROGRESS TOWARDS THE OUTCOMES AND STRATEGIC DIRECTIONS OUTLINED IN THIS PLAN.

842_ The Auckland Plan identifies multiple issues and priorities, and its desired outcomes reach across broad social, economic, environmental and cultural domains. The outcomes are ambitious, broad, and many are interdependent. Some outcomes will be easier to achieve than others. Further, the success factors behind many of the desired outcomes are beyond the control of the business sector or the community, the Auckland Council, and in some cases are also beyond the control of central government. They will all be influenced by broader global forces, (technological, economic, societal and environmental), to varying degrees.

843_ Therefore, the development of a monitoring and evaluation system must have focus and flexibility built in. While we need to maintain a long-term view of progress, we also need to allow for adaptability and change.

844_ The following approach to measuring progress will be established and refined over time.

How will we measure progress?

845. A process of measuring, monitoring and review will chart progress towards the outcomes and strategic directions outlined in this Plan. The key elements of this system are outlined below.

Actions: The Auckland Plan outlines specific actions to be undertaken within the 13 strategic directions. The progress of these actions will be reported annually in the Annual Implementation Update.

Targets: The Plan outlines a set of specific measurable targets within each strategic direction. These are presented in **Table 15.3**. There is some variation in their time frames, and some are more aspirational than others.

Targets will be rated against their progress over time;

As well as their achievability;

- ▶ achieved
- ▶ on track
- ▶ within reach
- ▶ unlikely
- ▶ not reached
- ▶ unclear.

The Government announced in March 2012 its 'Better Public Services' (BPS) initiative which included 10 results with a commitment by the Government for each result to have a 5-year target. Seven of the result areas are similar to targets in the Auckland Plan. There appears to be good alignment in many areas between the Government's BPS results and the Auckland Plan targets. There are also differences. The Government's BPS targets are national and not specific to Auckland. At this stage results are high level with only one target announced for achievement of NCEA level 2. Government has committed to publish targets for each result by 30 June 2012.

When Auckland Council adopted the Auckland Plan in March 2012, it agreed that council officers continue to work with central government officials to seek further alignment between targets in the Auckland Plan and corresponding central government targets, and report any further recommended refinement of specific targets to the Auckland Plan Committee, as part of the first Annual Implementation Update.

Council confirmed that the existence of targets within the Auckland Plan does not imply that Auckland Council leads responsibility or commits significant resources to the achievement of targets that fall within the responsibility of central government.

Audit: The targets will be reviewed regularly to ascertain if they are still relevant. Progress towards the targets will be rated for achievability every three years, by an audit group involving Auckland Council and stakeholders from central government and other key institutions.

The audit group will:

- ▶ provide broad representation across key central government agencies and community organisations with strong influence in areas reflected in the Auckland Plan
- ▶ provide external, expert input into how the Plan is evaluated
- ▶ participate in the development of the Measuring Progress report by contributing to the discussion of key influences and drivers affecting results
- ▶ advise on the appropriateness of targets and measures and make recommendations for any changes to the monitoring framework.

Reporting: A 'Measuring Progress' report will be publicly available every three years. The broad nature of this report will be complemented and supported by the wider body of ongoing monitoring and evaluation activity in Auckland.





How will Auckland measure liveability?

846_ We will utilise a variety of approaches to measure liveability in Auckland. These include tracking how Auckland is faring within international and national benchmarking frameworks, and through monitoring a set of key indicators specific to liveability in Auckland.

847_ City benchmarking is increasingly used to compare the performance of cities and regions across the globe. A variety of benchmarking studies cater for different audiences and measure various aspects of city performance and function. These can be classified into four categories: liveability-oriented studies; business cost-oriented studies; performance-oriented studies and sectoral studies. Auckland features highly on the liveability-oriented studies, as shown below in Table 15.1.

TABLE 15.1 INTERNATIONAL BENCHMARKING STUDIES

CITY BENCHMARKING SURVEYS	HOW AUCKLAND COMPARES	NUMBER OF CITIES COMPARED
Liveability-oriented studies		
World's Most Liveable City (2011) Economist Intelligence Unit	10	140
Worldwide Quality of Living Survey (2010) Mercer Consulting	4	221
Most Liveable City Index (2011) Monocle Magazine	13	25
Business cost-oriented studies		
Price and Earnings Survey (2010) UBS	26	73
Cost of Living Survey (2011) Mercer Consulting	118	221
Worldwide Cost of Living Survey (2011) Economic Intelligence Unit	n/a	140
International Housing Affordability (2012) Demographia	71	82
Performance-oriented studies		
City Brands Index (2010) Brand Capital	19	30
Global Metro Monitor (2010) Brookings and LSE Cities	91	150
City Governance Index (2008) Jones Lang LaSalle	9	33
Global Urban Competitiveness report (2010) Global Urban Competitiveness Project	107	500
State of World Cities (2008) Globalization and World Cities Research Network	40	525
Sectoral Studies		
Innovation Cities, Top 100 Index (2010) 2ThinkNow	51	100
World University Ranking (2011-12) Times Higher Education	173*	400

* This ranking relates to the University of Auckland only





848_ While international benchmarking exercises are an important and useful method for telling us how we rank against other cities and regions across the globe, we are also committed to understanding what makes Auckland a liveable

place for its residents. We have identified eight elements of Auckland's liveability that we aspire to, and have chosen a set of key indicators within each area (see Table 15.2)

TABLE 15.2 LIVEABILITY INDICATORS

Element	What do we aspire to?	Key indicators
Lifestyle opportunities	People from all over the world love Auckland for the fantastic and affordable lifestyle that it offers. It's easy to get to a range of recreation and leisure activities, whether in the urban or rural area. Auckland's relatively mild climate is a major element to its liveability and allows Aucklanders to get out and enjoy life.	Residents' perception that there is a wide range of recreational outdoor environments Mean temperature Mean rainfall Cost of living
Connectivity	Aucklanders are efficiently connected to each other, to the rest of New Zealand and the world. Our transport system offers a pleasant journey, and our communications and social infrastructure enable quality relationships and innovation.	Residents' rating of transport system Congestion indicators Broadband availability and take-up Civic participation
Physical appeal	Auckland has well-designed places and spaces that people can easily access and utilise to enrich their lives. Natural environments such as the Hauraki Gulf, the surf beaches of the west coast, and the Waitākere Ranges are appealing and enjoyable.	Residents' rating of best things about living in Auckland Residents' rating of the look and feel of their neighbourhood and of wider Auckland Visitor ratings of Auckland
Environmental sustainability	The natural environment is able to sustain the effects of population growth, now and into the future. Aucklanders actively look after their wider environment.	Air quality Water quality Ecosystem health
Community well-being	Auckland's communities – referring to neighbourhoods as well as communities of interest (e.g. ethnic, religious and special interest) – are cohesive, safe and vibrant. People feel safe in Auckland to express their culture and to have their say.	Residents' perceptions of safety Residents' perceptions of community Acceptance of diversity Reported crime rates
Quality housing	Auckland offers a range of quality affordable housing options suitable for a growing and diverse population. Housing supply meets demand.	Housing supply Housing types Housing affordability
Economic prosperity	Auckland is a vibrant centre of employment and enterprise, offering a range of opportunities. Innovative ideas are brought to reality.	GDP per capita, compared to other cities Employment levels Business confidence

849_ Council will report on these indicators regularly, primarily through the Auckland Council's Monitor Auckland website. This will be complemented by ongoing monitoring of a wider range of social, economic, cultural and environmental indicators, including all those on the Monitor Auckland website, as well as other initiatives such as the Quality of Life in New Zealand's largest cities project.

How will Auckland Council know if it's making a difference?

850_ The amalgamation of local government in the Auckland region into a unitary body has created the opportunity for the Auckland Council to build a cohesive, integrated monitoring and evaluation system. This will allow the Council to link what it does, and the decisions it makes, with its contribution over time towards the attainment of Auckland's vision, and outcomes which will lead to greater accountability and responsiveness.

851_ The monitoring systems behind the key Council strategies and the action plans that support them will be aligned with the Auckland Plan monitoring framework as much as possible: particularly the Council's 2012-2022 Long Term Plan; the Unitary Plan, Local Board Plans; as illustrated in **Figure 15.1**; and the supporting strategies in the areas of economic development, transport, and social policy.

852_ This alignment between the Auckland Plan and the Auckland Council's performance management framework will allow the Council to evaluate the extent to which its activities and programmes make a positive difference, as illustrated in **Figures 15.1 and 15.2**. This is part of our commitment to building a strong evidence base that supports and guides quality strategy.

FIGURE 15.1 AUCKLAND'S PLANNING FRAMEWORK

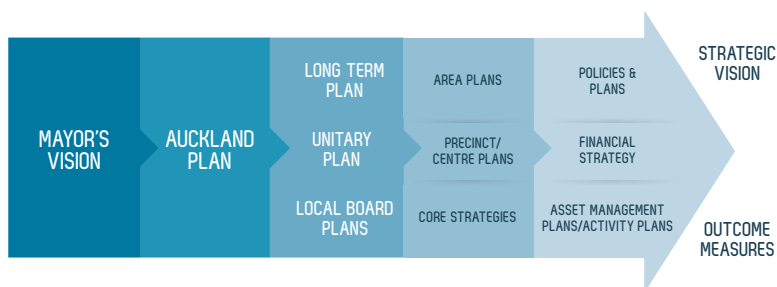


FIGURE 15.2 WHAT DO WE WANT TO KNOW?



TABLE 15.3 TARGETS AND MEASURES	
STRATEGIC DIRECTION 1	
CREATE A STRONG, INCLUSIVE AND EQUITABLE SOCIETY THAT ENSURES OPPORTUNITY FOR ALL AUCKLANDERS.	
Targets	Measures
Ensure that by 2017, all pre-school children receive all wellchecks, including the B4school check, and are up-to-date with childhood immunisation.	Wellchecks.
All 3- and 4-year-olds will participate in, and have access to quality, culturally appropriate early childhood learning services by 2020.	To be established.
Increase the proportion of school leavers who achieve at least NCEA level 2 from 74% in 2010 to 100% by 2020 and ensure that all school leavers have a career plan by 2020.	Proportion of school leavers who have completed UE qualifications or have NCEA level 2 p.a. by ethnic group and school decile.
All young adults will complete a post-secondary qualification by 2030.	Number of young adults aged between 15 and 24 years who have a post-secondary qualification.
Reduce the rate of total criminal offences per 10,000 population from 939 in 2010 to 800 in 2040.	Rate of total offences per 10,000 population by crime type (e.g. violent, burglary, assault, fraud).
Increase residents' perceptions of safety in their neighbourhood from 68% in 2010 to 80% by 2030.	Perceptions of safety by age, sex and location (QoL).
Ensure that the incidence of trauma from road crashes caused by alcohol, speeding or lack of restraints will be in line with nationally set targets by 2020.	To be established.
Decrease the number of child hospitalisations due to injury by 20% by 2025.	To be established but will include a variety of measures.
There will be no gaps in life expectancy between European, Māori, Pacific and Asian ethnicities by 2040.	Statistics New Zealand life expectancy tables.
By 2020 the number of breaches of the Domestic Violence Act (1995) will have stabilised and by 2040 will have fallen by 40%.	To be established.
All parks and reserves, children's play areas and other public space identified in bylaws will be smokefree by 2025.	To be established.
Increase the proportion of residents who rate a sense of community in their neighbourhood as important from 71% in 2010 to 85% by 2025.	Quality of Life survey.

THE SOUTHERN INITIATIVE – TARGETS AND MEASURES		
Area	Targets	Measures
Early learning	<p>Increase effective engagement of parents in quality, culturally appropriate, early childhood learning services.</p> <p>Increase participation of Māori and Pacific 3- to 4-year-olds in early childhood education facilities to 98% by 2020.</p>	<p>Percentage of new school entrants (Year 1) who regularly participated in ECE prior to school.</p> <p>Number of enrolments in early childhood education.</p> <p>Statistics on children's average number of hours spent per week in early childhood education.</p> <p>Participation levels by Māori and Pacific, use of Māori and Pacific languages in ECE, and number of Māori and Pacific teachers working in ECE.</p>
Education	<p>Within 3 years, all 6-year-olds will demonstrate success in numeracy and literacy.</p> <p>Within 3 years, all young people will have access to career mentoring to effectively support their transition from school to work or further study.</p> <p>Reduce truancy in the area by 50% within 5 years.</p>	<p>Number and proportion of young people leaving school with a career plan (MoE).</p> <p>Proportion of population completing qualifications/degrees (including trade qualifications), and levels achieved.</p> <p>Attainment levels of Māori and Pacific students in NCEA.</p> <p>Numbers of students leaving school with NCEA Level 1 or above.</p>
Youth employment	<p>Reduce the number of 16- and 17-year-olds not in education, employment or training (NEET).</p> <p>Reduce the number of 18-year-olds applying for a benefit in the area, in line with central government targets.</p>	<p>Number of 16- to 17-year-olds who are NEET (Census).</p> <p>Number of 18-year-olds on a benefit.</p>
Economic Development	<p>By 2020 the unemployment rate in the area matches the rate for all of Auckland.</p> <p>Within five years, increase the proportion of residents in the area with access to the internet from 36% to 65%.</p>	<p>Unemployment rate for the region (Statistics NZ).</p> <p>Access to telecommunication system - internet (Census).</p>
Housing	<p>Percentage of Māori and Pacific home ownership for the area is comparable to home ownership levels of other ethnic groups.</p> <p>In 5 years, 2000 families will have completed a Pacific financial literacy programme.</p> <p>Increased numbers of Pacific families have accessed appropriate home ownership schemes by 2020.</p>	<p>Households in private occupied dwellings (Census).</p> <p>Number of Pacific families participating in financial literacy programmes (Ministry of Pacific Island Affairs, MPIA).</p> <p>Reduction in household debt levels (MPIA).</p> <p>Improved household income and savings (MPIA).</p>
Public Transport	<p>Complete new bus service between Onehunga and airport within 2 years.</p> <p>Carry out a customer survey and an educational campaign about transport services within 1 year.</p>	<p>Customer satisfaction survey (to be developed with customer survey/ education campaign).</p>
Health and safety	<p>By 2020, 95% of children (8 months) are immunised.</p> <p>By 2025 the percentage of residents 15 years and over who smoke will fall to below 3%.</p> <p>No further increase in the prevalence of obesity in the area by 2020, and then an absolute decrease of at least 1% per annum until 2040.</p>	<p>Rates of immunisation (MoH).</p> <p>Smoking status for Ages 15 years and over (Census).</p> <p>Prevalence of obesity, by age (children and 15+) and ethnicity (NZHS, MoH).</p>

STRATEGIC DIRECTION 2		ENABLE MĀORI ASPIRATIONS THROUGH RECOGNITION OF THE TREATY OF WAITANGI AND CUSTOMARY RIGHTS	
Targets	Measures		
Increase the number of papakāinga in the Auckland region from 3 to 18 by 2040.	Number of papakāinga.		
Increase the number of reciprocal decision-making processes and arrangements which promote shared governance over matters of significance to iwi from 1 to 16 by 2040.	Number of co-governance arrangements.		
Increase the number of major coordinated service delivery programmes between Government and Council that affect Māori from 0 to 5 by 2030.	Number of coordinated services.		
Increase targeted support to Māori community development projects by at least 15 projects by 2040.	Number of Māori community development projects.		
Incorporate the values, culture and beliefs of the Māori people in all Auckland-related policies by 2020.	Number of Treaty-based policies. All council policy refers to the Auckland Council Treaty Framework to 2030.		
Increase the number of marae development projects that support Māori social and economic development to 7 projects every 5 years by 2030.	Number of marae development projects.		
STRATEGIC DIRECTION 3		INTEGRATE ARTS AND CULTURE INTO OUR EVERYDAY LIVES	
Targets	Measures		
Increase the number of Aucklanders actively participating in the arts from 48% in 2010 to 75% by 2040.	Proportion of respondents to the New Zealanders and the Arts Survey who had actively participated in an art form in the previous 12 months.		
Increase the number of people employed in the creative sector from 26,900 in 2007 to 45,000 by 2040.	The number of employees and geographic units within the creative sector industries, per annum.		
Increase the number of annual guest nights in Auckland from 21.1 million in 2010 to 29.5 million by 2022.	The number of visitor nights from international and domestic tourists at commercial accommodation in Auckland, per annum.		
Increase the number of residents who are conversant in more than one language from 25% in 2006 to 50% in 2040.	Number and proportion of Pacific speakers Number and proportion of te reo speakers.		

STRATEGIC DIRECTION 4		PROTECT AND CONSERVE AUCKLAND'S HISTORIC HERITAGE FOR THE BENEFIT AND ENJOYMENT OF PRESENT AND FUTURE GENERATIONS
Targets	Measures	
Increase the number of scheduled historic heritage places by 100% from 2,100 to 4,200 by 2030.	Number of scheduled historic heritage places.	
Increase the percentage of area in Auckland that has been assessed for historic heritage values from 30% to 100% by 2040, prioritising areas identified for growth and intensification.	Area and proportion of land surveyed for heritage values.	
From 2013, ensure a year-on-year increase in community satisfaction with heritage management in Auckland, achieving an 80% satisfaction rate by 2020.	Number of residents who are satisfied with heritage management in their local area.	
STRATEGIC DIRECTION 5		PROMOTE INDIVIDUAL AND COMMUNITY WELL-BEING THROUGH PARTICIPATION IN RECREATION AND SPORT.
Targets	Measures	
Increase the number of school-aged children participating in organised sport and informal physical activities by 2040.	Numbers of school children and hours of participation from schools and sports clubs.	
Increase the number of Aucklanders actively participating in recreation and sport every week from 79% to 90% by 2040.	Numbers of Aucklanders actively participating in recreation and sport.	
Grow the recreation and sport contribution to Auckland's economy from \$1.6 billion in 2008/09 to \$3.2 billion by 2040.	Gross Domestic Product.	
Increase the number of Council sports fields that are usable throughout the year from 80% to 90% by 2020.	Number of sports fields with all-weather turf.	
Increase the number of hours that people volunteer in recreation and sport from 12 million hours to 14 million hours by 2040.	Number of people and hours that people volunteer in recreation and sport.	
Increase the number of education facilities open for community group use by 2040.	To be determined.	

STRATEGIC DIRECTION 6		DEVELOP AN ECONOMY THAT DELIVERS OPPORTUNITY AND PROSPERITY FOR ALL AUCKLANDERS AND NEW ZEALAND
Targets	Measures	
Improve Auckland's OECD ranking of cities (GDP per capita) of 69th place in 2011 by 20 places by 2031.	OECD rankings.	
Increase annual average productivity growth from 1% p.a. for the last decade to 2% p.a. for the next 30 years.	Average annual productivity growth.	
Increase annual average export growth from 3% p.a. in the last decade to 6% p.a. for the next 30 years.	Average annual increase of regional exports.	
Increase annual average real GDP growth from 3% p.a. in the last decade to 5% p.a. for the next 30 years.	Average annual real GDP growth.	
Ongoing provision of planned and serviced capacity for Group 1 business land, including large lots, to meet 5-yearly demand, as assessed by annual surveys.	Annual survey.	

STRATEGIC DIRECTION 7		ACKNOWLEDGE THAT NATURE AND PEOPLE ARE INSEPARABLE
Targets	Measures	
Reduce gross per capita water consumption from 2004 levels by 15% by 2025.	Per capita water consumption (WSL).	
Ensure no regional extinctions of indigenous species and a reduction in the number of 'threatened' or 'at risk' species from 2010 levels by 50% by 2040.	Number of extinctions recorded each year Number of threatened species and their threat status.	
Reduce the vulnerability of identified ecosystems by ensuring a 95% probability of each ecosystem type being in a viable state by 2040.	Measures of environmental quality (e.g. water quality, biodiversity, functional measures) Measures of restoration activity.	
Achieve approval from UNESCO for World Heritage status for the Auckland Volcanic Field by 2020.	The AVF has UNESCO World Heritage status by 2020.	
Reduce air pollutant emissions (PM ₁₀) by 50% by 2016 (based on 2006 levels) to meet national and international ambient air quality standards and guidelines, and achieve a further 20% reduction of air pollutant emissions by 2040.	Concentrations of priority pollutants. Number of haze days. Traffic and home heating emissions.	
Increase the proportion of residents who understand their risk from natural hazards and are undertaking measures to mitigate or reduce their risk from 2011 levels (baseline to be determined) to 80% by 2040.	Percentage of residents who understand their risk from natural hazards and are undertaking measures to mitigate or reduce their risk (Survey).	

STRATEGIC DIRECTION 7 (CONTINUED)		ACKNOWLEDGE THAT NATURE AND PEOPLE ARE INSEPARABLE
Achieve zero waste to landfill by 2040.		Regular SWAP surveys.
Ensure no loss in the area of significant landscape, natural character and natural features.		The spatial areas related to mapping in the Regional Policy Statement for those landscape areas.
Reduce the overall yield of suspended sediment to priority marine receiving environments from 2012 levels by 15% by 2040.		Yield of suspended sediment (kg/ha/yea).
Establish by 2018, through the relevant statutory process, future marine-protected areas, including marine reserves, identified by the Hauraki Gulf, Kaipara Harbour, Manukau Harbour and West Coast marine spatial plans.		To be established.
STRATEGIC DIRECTION 8		CONTRIBUTE TO TACKLING CLIMATE CHANGE AND INCREASING ENERGY RESILIENCE
Targets	Measures	
Reduce the amount of human-induced greenhouse gas emissions by: <ul style="list-style-type: none"> a. 10%-20% by 2020 based on 1990 emission levels; b. 40% by 2040 based on 1990 emission levels c. 50% by 2050 based on 1990 emission levels. 	GHG emissions (CO2 equivalent) Continuously monitored CO2 data.	
Support the national target of 90% of electricity generation from renewable sources by 2025.	Assessment against national target in association with the Energy Efficiency and Conservation Authority (EECA).	
STRATEGIC DIRECTION 9		KEEP RURAL AUCKLAND PRODUCTIVE, PROTECTED AND ENVIRONMENTALLY SOUND
Targets	Measures	
Between 2013 and 2020, no more than 10% of all rural subdivision will be in the rural production, rural coastal, and islands activity areas.	Council consent data.	
Increase the value added to the Auckland economy by rural sectors (including rural production, complementary rural enterprises, tourism and visitor experiences in rural areas) by 50% by 2040.	Employment/GDP activity in relevant ANZSIC categories.	

STRATEGIC DIRECTION 10		CREATE A STUNNING CITY CENTRE, WITH WELL-CONNECTED QUALITY TOWNS, VILLAGES AND NEIGHBOURHOODS
Targets	Measures	
Supply 100,000 new dwellings in the period 2012-2022, 170,000 new dwellings in the period 2022-2032 and 130,000 new dwellings in the period 2032-2042.	Building consent data.	
Increase the proportion of residents who feel a sense of community in their local neighbourhood from 61% in 2010 to 90% by 2040.	Proportion of respondents to the Quality of Life survey who report feeling a sense of community in their local neighbourhood.	
Increase the resident population in the city centre from 23,000 in 2006 to 57,000 in 2040.	Usual resident population at census.	
Increase in the proportion of residents who are proud of the way their local area (or 'local centre') looks and feels from 64% in 2010 to 90% in 2040.	Proportion of respondents to the Quality of Life survey who report feeling a sense of pride in the way that their local area looks and feels.	
STRATEGIC DIRECTION 11		HOUSE ALL AUCKLANDERS IN SECURE, HEALTHY HOMES THEY CAN AFFORD
Targets	Measures	
Reduce the proportion of households which spend more than 30% of their income on housing costs from the average of 27% in 2011 to 20% in 2030.	Monitor household expenditure on housing.	
Maintain the proportion of people who own their own home to at least 64% (2006 baseline).	Numbers and proportion of households that own or rent the dwelling in which they live.	
Reduce the proportion of people living in households requiring at least one extra bedroom from 15.7% in 2006 to 10% by 2020.	Number of people in households requiring at least one additional bedroom (Census using Canadian Crowding Index).	
End rough sleeping (primary homelessness) in Auckland by 2020.	Reporting by social service agencies.	
Increase residential dwelling construction consents from 3,800 in 2011 to at least 10,000 on average per annum from 2020.	Building Consent data (Statistics NZ).	
Reduce preventable housing-related hospitalisations by 35% by 2020.	Rates of hospitalisations for rheumatic fever, tuberculosis and respiratory-related conditions.	

STRATEGIC DIRECTION 11 (CONTINUED)		HOUSE ALL AUCKLANDERS IN SECURE, HEALTHY HOMES THEY CAN AFFORD
Targets	Measures	
Retrofit 40% of Auckland's housing stock in need of retrofitting by 2030.	To be established.	
Reduce the disparity in home ownership rates between Māori and Pacific peoples (2006). And the overall rate, to less than 10% by 2030 (2006 baseline).	Home ownership data from census of population and dwellings.	
STRATEGIC DIRECTION 12		PLAN, DELIVER AND MAINTAIN QUALITY INFRASTRUCTURE TO MAKE AUCKLAND LIVEABLE AND RESILIENT
Targets	Measures	
Reduce maximum annual potable water network losses to less than 12% of total network volume by 2040.	Asset management reporting by Watercare.	
Achieve universal access to ultrafast broadband to all Aucklanders by 2019.	Reporting by local fibre company.	
Reduce wet weather overflows to an average of no more than two events per discharge location per annum, where the stormwater and wastewater systems are separated, by 2040, (with priority given to bathing beaches and other sensitive receiving environments by 2030).	Asset management reporting by Watercare.	
Meet relevant interruption duration standards to electricity distribution and transmission by 2040.	Reporting from electricity supply companies.	
Maintain and extend an integrated network of quality open spaces across the region that meet community needs and provide a diverse range of recreational opportunities by 2040.	Reporting by Auckland Council.	
Health services and facilities of all care types are aligned to meet need across Auckland (ie. population and its characteristics, growth and locations, accessibility and co-location) by 2040.	To be established.	
Ensure all Auckland children can access a primary school within 30 minutes and a secondary school within 45 minutes (recognising that the particular needs of rural and urban communities and groups with special needs differ) and all schools have facilities suitable to meet the learning needs of their students.	To be established.	

STRATEGIC DIRECTION 13		CREATE BETTER CONNECTIONS AND ACCESSIBILITY WITHIN AUCKLAND, ACROSS NEW ZEALAND, AND TO THE WORLD
Targets	Measures	
Double public transport from 70 million trips in 2012 to 140 million trips by 2022 (subject to additional funding).	Reporting by Auckland Transport.	
Increase the proportion of trips made by public transport into the city centre during the morning peak, from 47% of all vehicular trips in 2011 to 70% by 2040.	Reporting by Auckland Transport.	
Reduce car crash fatalities and serious injuries from 506 (2010) to no more than 410 in 2020.	Number of road deaths and serious injuries per annum.	
Reduce congestion levels for vehicles on the strategic freight network to at or below the average of 2006-2009 levels (average daily speed of 45kph and average delay of 32 seconds per kilometre) by 2021.	Reporting by NZTA.	
Increase the proportion of people living within walking distance of frequent public transport stops from 14% (2011) to 32% by 2040.	The number of people living within 400m of QTN and 800m of RTN.	

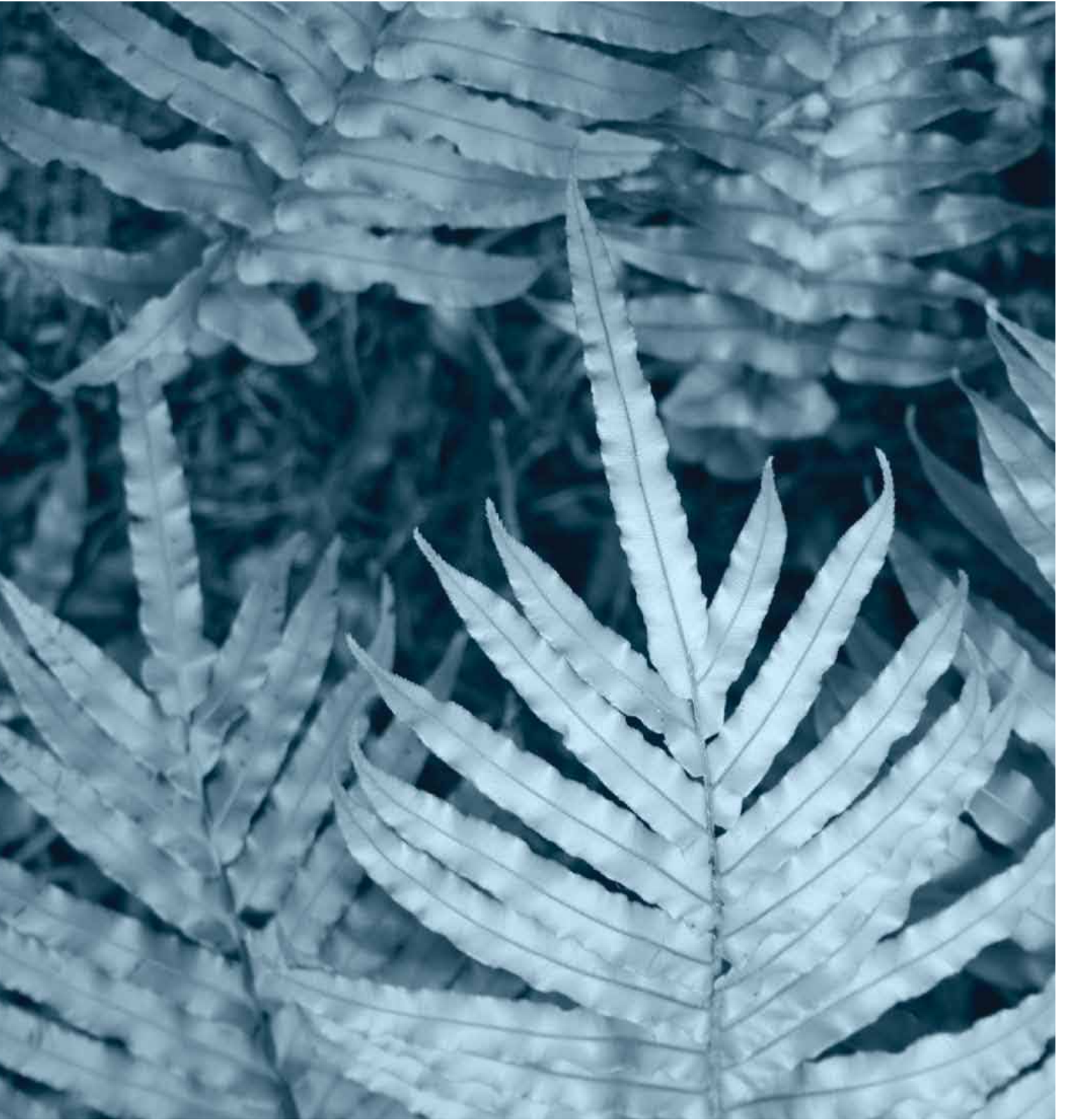


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GLOSSARY – PĀPAKUPU

Agglomeration Benefits - increased productivity and economic growth from higher density development and the clustering of related industries, for example through shorter supply lines between businesses and to consumers.

Amenity - the qualities of a place that make it pleasant and attractive for individuals and communities.

Anthropogenic - an impact, usually on the environment, resulting from human activity.

Area (Spatial) Plan - spatial planning at a more local scale that translates Auckland Plan directions and local board aspirations into local spatial outcomes and intended land uses. In turn, it gives direction to the Unitary Plan.

Asset Management Plans - asset management plans provide detail regarding an asset type (e.g. roading infrastructure), agreed levels of service for the asset, projected maintenance and improvement requirements and associated capital and operating costs.

Auckland (Spatial) Plan - a spatial plan for Auckland as mandated in S79 and S80 of the Local Government (Auckland Council) Act 2009. Now called the Auckland Plan (see also Masterplan).

Baseline 2010 Metropolitan Urban Limit - the Auckland Plan uses the 2010 Metropolitan Urban Limit as defined in the Auckland Regional Policy Statement as a reference (baseline) for future growth that will either be inside or outside this line (see also Rural Urban Boundary).

Biodiversity - the variety of life in a particular habitat or ecosystem including the totality of genes and species (see also Ecosystem).

Biomass - the total mass of living organisms in a given area or

volume; recently dead plant material is often included as dead biomass. Related terms include:

Biomass Energy - this is energy produced by burning biomass in the form of wood, crops and crop waste, and wastes of plant, mineral, and animal matter.

Brownfield - an urban area previously developed and used (often for commercial or industrial uses) and which is now available for redevelopment.

Business Activities - commercial and/or industrial activities.

Catalytic project - a project which is valuable in itself while at the same time stimulating further transformation and growth.

Centre - a focal point for a surrounding neighbourhood or area that contains a mix of activities or functions (e.g. shops, businesses, cafés, libraries, government services, public transport). Generally appears as a node of more intensive land use and taller buildings than the surrounding area it serves. The Auckland Plan uses a classification of urban and rural centres based on their size and the corresponding diversity and intensity of activities within.

Character - a term used to describe the appearance, qualities and combination of attributes of an area, place, street or building that helps to give that place a distinct identity.

CO2 Equivalent - the amount of a greenhouse gas (e.g. methane) needed to have the same greenhouse gas effect (warming of the earth's atmosphere) as a defined amount of carbon dioxide.

Commercial Activities - the range of commercial activities, including office, retail and commercial service providers.

Commercial Services - businesses which provide personal, property, financial, household, private or business services.

Community-led Development - a process or outcome by which communities are empowered to self-determine the solutions and actions to address challenges they face.

Conservation / Conserve - conservation is defined by the International Council on Monuments and Sites (ICOMOS) New Zealand Charter (Revised 2010) as "all the processes of understanding and caring for a place so as to safeguard its cultural heritage value", for present and future generations. Conservation is a process of managing potential change to significant places; it recognises opportunities to reveal or reinforce the heritage value of a place.

Core Strategy - additional strategies prepared by Auckland Council to support the Auckland Plan, providing more detailed policy on important matters such as the economy.

Corridor - strategic and arterial road, bus and rail alignments, and adjoining land uses.

Critical Infrastructure - Infrastructure assets, services and systems which:

- i. are an immediate societal requirement and fundamental to enabling development. In the event of being destroyed, degraded or rendered unavailable for periods of more than one day, their loss would have serious consequences for the health, safety, security and social and economic well-being of the Auckland Region.
- ii. are fundamental to the long-term well-being of society and contribute to Auckland's liveability. The overall network is critical, such as matters relating to cultural and social infrastructure (e.g. open space and libraries).

Development Pipeline - land that is in the process of planning and servicing with infrastructure for the purpose of urban development, but is not yet available for the building of houses

or businesses and intended final uses.

Ecological Function - the natural processes within an ecosystem that support life, e.g. the movement of water.

Economic Corridor - a regional or inter-regional scale alignment of related movement and business activities – often determined by underlying geography, major transport routes and ports, key centres and business areas.

Ecosystems - a complex set of relationships between all living things such as plant, animal and micro-organism communities and their non-living environment including their interaction as a functional unit.

Ecosystem Services - the benefits people obtain from the environment, including goods (soil, food, animals, water, scenery) and services (functions such as water filtration, flood protection, pollination).

Fee simple title - this represents an absolute ownership of land (the term is still used when there is a mortgage on the property).

Fibre - fibre-optic cable used for the provision of high-speed internet and data transfer services.

Full Time Equivalent Employment (FTE) - the number of full-time equivalent jobs, defined as total hours worked divided by average annual hours worked in full-time jobs.

Greenfield Land - land identified or used for urban development (residential, business or industrial) that has not been previously developed.

Greenhouse Gases - water vapour (H₂O), carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄) and ozone (O₃) are the primary greenhouse gases in the Earth's atmosphere.

Also includes human-made gases such as the halocarbons and other chlorine- and bromine-containing substances. Due to their ability to absorb and emit light of a particular wavelength they contribute to the greenhouse gas effect, whereby more than the normal amount of atmospheric heat is retained in the atmosphere.

Gross Domestic Product (GDP) - the market value of all goods and services produced in a country or region in a given period.

Heritage - the legacy of tangible physical resources and intangible attributes that are inherited from past generations. Heritage includes historic heritage, natural heritage, taonga tuku iho (heirlooms) and other forms of heritage such as books, works of art, artefacts, beliefs, traditions, language and knowledge.

Historic Character Areas - these include older established suburbs, town centres, settlements, rural, institutional, maritime, commercial and industrial areas, or settlements of special architectural or other heritage value, the character or appearance of which it is desirable to conserve and enhance. This may result from a predominance of buildings of a particular era, a distinctive pattern of lot sizes, intensity of development, the presence of mature vegetation, the relationship of built form and natural landscapes, or the use of traditional materials and design elements.

Historic Heritage - "historic heritage—

(a) means those natural and physical resources that contribute to an understanding and appreciation of New Zealand's history and cultures, deriving from any of the following qualities:

- (i) archaeological;
- (ii) architectural;
- (iii) cultural;

- (iv) historic;
- (v) scientific;
- (vi) technological;

(b) and includes—

- (i) historic sites, structures, places, and areas; and
- (ii) archaeological sites; and
- (iii) sites of significance to Māori, including wāhi tapu; and
- (iv) surroundings associated with the natural and physical resources".

Note – definition is from the Resource Management Act (RMA), 1991 s2.

Household - a household is one or more people usually resident in the same dwelling, who share living facilities. A household can contain one or more families, or can contain no families at all. A household that does not contain a family nucleus could contain unrelated people, related people, or could simply be a person living alone.

Industrial Activities - manufacturing, construction, wholesale trade, transport and storage sectors of the economy. These activities typically require large sites.

Infill Housing - building new dwellings within an existing urban area, typically through sub-dividing or cross leasing existing residential properties.

Infrastructure - the fixed and long-lived structures that support daily life such as water supply, roads and community buildings.

Innovation Hub - the set of interconnected organisations and elements that influence the development and diffusion

of innovations is often referred to as an 'innovation hub' or 'innovation system'. It contains the interaction between business, industry, research agencies and the public sector to turn an idea into a process, product or service on the market.

Intensification - redevelopment, conversion and retrofitting where land is developed with a greater intensity (height and site coverage) of buildings, or accommodates a greater residential population or workforce than before.

Job multiplier is the number of jobs per million dollars of direct output.

Kāwanatanga - governance (the Government, and in Auckland, the Auckland Council).

Legibility - the ease with which people can find their way around an urban space.

Local Board Agreements - Auckland Council must have a local board agreement (as agreed between the governing body and the local board) for each local board area. Based on the local board plans, each agreement must include the levels of service for each activity, including performance targets and other measures, as well as the costs of achieving and maintaining those levels of service.

Local Board Plans - each local board prepares a local board plan for the purposes of informing the development of the Long Term Plan and local board agreements and area spatial plans. Local board plans describe the local community's aspirations, preferences and priorities for the next three years and beyond; they include proposed projects, programmes and service levels.

Long-run average p.a. - the average per-annum value (e.g. cost per unit of output) over a series of years.

Long Term Plan - a ten-year plan prepared under the Local Government Act 2002 containing programmes for council's priorities, activities, operating and capital expenditure. Along with the Unitary Plan it is one of the key mechanisms for giving effect to the Auckland Plan.

Low-carbon Economy - an economy that produces minimal greenhouse gas emissions.

Low Impact Design - planning and developing places or buildings to have low environmental impact by managing, protecting and incorporating natural systems and natural components of the landscape (for example, stormwater management).

Mana Motuhake - independent self-sustaining authority for mana whenua / tangata whenua to make decisions.

Mana whenua - iwi, the people of the land who have mana or authority - their historical, cultural and genealogical heritage are attached to the land and sea.

Marine Protected Areas - areas of the marine environment especially dedicated to, or achieving through adequate protection, the maintenance and/or recovery of biological diversity at the habitat or ecosystem level in a healthy functioning state. They range from 'no-take' marine reserves to marine-protected areas that allow some extractive activities.

Masterplan - a detailed plan for a defined area, e.g. a centre or a new urban development. It involves the integration of all elements (including social, cultural, economic and environmental considerations) into one overall design and can include the final expected physical form of the buildings and spaces within.

Mataawaka - Māori whose mana resides outside the Auckland region. They have no ostensible tribal connection to Tāmaki Makaurau.

Mixed-Use Development - a mixture of activities such as residential, business, retail, or hospitality that occupy space within the same building or within the same block or area (i.e. an apartment building with shops, cafés and offices on the lower floors, or a town centre with these activities).

Natural Character - those qualities and values of the coastal environment, wetlands, lakes, rivers and their margins that derive from the presence of natural elements, natural patterns and natural processes. These qualities include the presence of indigenous and exotic vegetation including pasture, terrestrial, aquatic and marine habitats, landforms, landscapes, and seascapes, the function of natural processes and the maintenance of water and air quality. The lower the degree of human modification the higher the level of natural character.

Natural Heritage - includes indigenous flora and fauna, terrestrial, marine and freshwater ecosystems and habitats, landscapes, landforms, geological features, soils and the natural character of the coastline.

Natural Resource Accounting - assessment of the value of natural resources, including their ecosystem services, for the purposes of measuring the full cost of decisions that affect these resources.

Network Utilities - Infrastructure assets, networks, and activities that are used for the purposes of the generation, transmission, and distribution of energy and fuels including natural gas and petroleum products; the collection, treatment and distribution of potable water; the collection, treatment, and disposal of wastewater; the collection, treatment, and disposal of stormwater, and the operation of telecommunication and radiocommunication networks.

Off the plan - when a property is offered for sale on the basis of the plans and has not yet been constructed.

Ōritetanga - balance, equality of outcomes.

Outcomes - the seven aspirational outcomes of the Auckland Plan articulate the vision of Auckland as the world's most liveable city and describe what Auckland will be like in 2040.

Papakāinga - a settlement or village which can include a range of activities associated with residential living, e.g. marae complex, gardening and social and economic development.

Papakāinga Housing - housing development within a papakāinga.

Photovoltaics - this is a method of generating electrical power by converting solar radiation into direct current electricity.

Place-Making - the process of planning, designing and building places in an integrated way so that they are successful, attractive for people and enduring. It requires consideration of the relationships between all the parts of a place and the way they work together rather than a focus on each part (e.g. building) in isolation from the whole area.

PM₁₀ - particles, or particulate matter, emitted to air that have a diameter less than or equal to 10µm, which can penetrate deep into the human lung.

Portage - refers to the practice of carrying watercraft or cargo over land to avoid river obstacles, or between two bodies of water. A place where this carrying occurs is also called a portage.

Precinct Plan - similar to masterplan but usually applies to parts of an existing centre that has a distinct role and function to other parts of the same centre.

Quality Transit Network (QTN) - high-frequency network of public transport services, generally buses, operating mainly on the road network but facilitated by bus lanes and other improvements to reduce the effect of road congestion on the quality and reliability of the service.

Rapid Transit Network (RTN) - fast, high-frequency public transport such as rail services and busways that are physically separate from the general road network and unaffected by road congestion.

Renewable Energy - energy generated from solar, wind, hydro-electricity, geothermal, biomass, tidal, wave, or ocean current energy sources.

Retail Activities - the use of land or buildings for displaying or offering goods for sale or hire to the general public, but does not include commercial services. Included as part of commercial activities (outlined above).

Retool - to make significant changes or improvements in a system for delivering a product or service.

Riparian - of, located on, or pertaining to the strip of land identified along the edges of natural watercourses.

Rural Production - forms of primary production which rely on the productive capacity of the soil such as dairying, and animal farming. They include horticulture, horse breeding, beekeeping as a part of pastoral farming activities, and activities associated with the processing and excavation of rock, sand, and clay. Such production also includes associated processing, equipment and facilities, to support complementary activities and visitor experiences.

Rural Urban Boundary - a line or lines provided for in the Auckland Plan and to be precisely located by the Unitary Plan. It is intended to contain (inside the line) existing urban areas and all significant new urban development to 2042. It will be located so that there is enough capacity for up to 40% of new urban dwellings to be provided outside the baseline 2010 Metropolitan Urban Limit over 30 years.

Sense of Place - a person's or community's appreciation of the special qualities of their neighbourhood, city or environment that are different from other places.

Sensitive Receiving Environments - areas where waste water overflows undermine identified, important natural or human uses or values in marine, freshwater, and terrestrial environments.

Social Infrastructure - a broad term that covers a wide range of facilities, services and locations delivered by council, government and community groups that support and sustain the well-being of people and communities.

Spatial Planning - a form of planning for cities, regions or countries that seeks to provide long-term direction for development and the achievement of social, economic and environmental well-being. Core objectives as set out in the European Regional/Spatial Planning Charter 1983 (Torremolinos Charter) include:

- ▶ enhancing quality of life – strengthening communities, providing access to jobs, housing and community facilities
- ▶ improving and achieving balanced socio-economic development (growing the economy and reducing disparity)
- ▶ responsibly managing the environment including heritage and the built environment
- ▶ developing a land-use plan in the public interest.

Supply-side economics argues that economic growth can be most effectively created by lowering barriers to people to produce (supply) goods and services, and by allowing greater flexibility by reducing regulation.

Swale - a low tract of land, especially one that is moist or marshy. Artificial swales are often designed to manage water runoff, filter pollutants, and increase rainwater infiltration.

Take-up - this is how much or how fast people start to use or accept a service, or product, that has become available to them.

Tangata whenua - the iwi or hapu that hold mana whenua (exercise customary authority) over an area.

Targeted Rates - a targeted rate is used to fund activities where the local authority considers the cost should be met by particular groups of ratepayers, or that there is some other benefit in funding these outside the general rate.

Three Waters - water services for water supply, wastewater, and stormwater; including both natural assets and physical infrastructure.

Tino Rangatiratanga - self-determination over natural resources, e.g. the right to land or taonga.

Tobacco harm reduction - describes actions taken to lower the health risks associated with using nicotine.

Transit Orientated Development (TOD) - compact, mixed-use development near new or existing public transportation infrastructure that serves housing, transportation and neighbourhood goals. Its pedestrian- and cycle-oriented design encourages residents and workers to drive their cars less, ride mass transit more, and includes appropriate treatment of car parking.

Travel Demand Management (TDM) - initiatives aimed at modifying travel behaviour in order to maximise the efficient use of transport systems (i.e. tele-working, ride sharing, more flexible work and educational hours, parking constraints, cycling and walking).

Unit titled housing - this refers to ownership of a flat or apartment.

Unitary Plan - the Unitary Plan is Auckland Council's regulatory land-use planning document and prepared under the Resource Management Act 1991. The Unitary Plan will replace the existing district and some regional plans from the former city, district and regional councils. It will contain guidance and rules about how land can be developed and how resources can be used.

Water-Sensitive Design - development design that focuses on lowering impacts on water and water-based environments.

Zero Waste - a concept that encourages the emulation of sustainable natural cycles where all discarded materials are designed to become resources for other uses. This requires designing and managing products and processes to avoid and eliminate the volume and toxicity of waste, conserve and recover all resources, and not burn or bury them. Implementing Zero Waste will eliminate all discharges to land, water or air that are a threat to planetary, human, animal or plant health.

